Long-Range Transportation Demand Management (TDM) Plan

Rappahannock-Rapidan Regional Commission (RRRC)
Commuter Services

Working Draft

report

prepared for

Rappahannock-Rapidan Regional Commission (RRRC)
Commuter Services

prepared by

Cambridge Systematics, Inc.

with

Center for Urban Transportation Research
LDA Consulting
Southeastern Institute of Research

May 2010

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Document History

Date	Author(s)	Version/ Status	Description of Changes
2/28/10	Lead Authors: Cambridge Systematics	Working Draft delivered to Commuter Services	Draft content refined through several iterations based on agency comments
5/10/10	Cambridge Systematics	Gaps in Plan (e.g. financial section) were filled in, using documents from Commuter Services, including FY 2011 DRPT grant application	Additional text added to Section 5: Financial Plan

1.0 Purpose of the Plan

Transportation Demand Management (TDM), according to the U.S. Department of Transportation, is any program "designed to reduce demand for transportation through various means, such as use of transit and of alternative work hours." TDM agencies throughout Virginia promote ridesharing and other transportation alternatives to single-occupancy vehicles (SOV) in order to assist individuals seeking transportation options to their workplaces and other destinations, to mitigate congestion on Virginia's roadways, and to reduce environmental impacts caused by vehicle emissions, roadway expansion, and other transportation-related factors. Relative to other transportation programs, most TDM agencies have negligible capital costs and operate using short-term (typically one- to two-year) funding horizons. As a result, many of these agencies have not previously been empowered to fully participate in long-range planning processes that result in a far-reaching vision for the program, as well as strategies to attain that vision.

Rappahannock-Rapidan Regional Commission's (RRRC) Commuter Services is the designated TDM agency tasked with advancing alternatives to the drive alone commute through innovative programs serving the Rappahannock-Rapidan Region (R-R Region), including Culpeper, Fauquier, Madison, Orange and Rappahannock Counties. As the region is working to preserve its high quality of life, conserve valuable natural resources, and provide needed services to a gradually changing and aging population, Commuter Services has begun preparing for future needs today. This document presents Commuter Services' Long-Range TDM Plan for 2010 through 2035. It builds upon the transportation infrastructure that serves the region today and the successes and challenges of the Rappahannock-Rapidan Region. This Plan outlines a strategic framework (goals and objectives) for the agency, as well as program enhancements and financial resources that will be necessary to keep the Rappahannock-Rapidan Region progressing in the right direction for years to come.

This document also fulfills the TDM Plan requirement established by the Virginia Department of Rail and Public Transportation (DRPT). Beginning in 2009, DRPT required all agencies receiving State TDM grant funds to prepare, adopt, and submit a Long-Range TDM Plan for their agency. The purpose of this Plan is to: identify and detail the TDM programs currently provided in the agency's service area, outline potential improvements to be carried out in the Plan's timeframe, and illustrate the financial resources necessary to implement these programs and improvements. This document establishes the scope and benefits of each TDM agency's programs and acts as the basis for DRPT to incorporate TDM programs statewide into all relevant state transportation plans, funding decisions, and programs.

More specifically, the Plan will:

- Serve as a management and policy document for each TDM agency;
- Provide DRPT with information necessary to fulfill related planning and programming requirements;
- Document current and proposed future operating budgets for each TDM agency; and
- Provide all information necessary to include each TDM program into the Six-Year Improvement Program (SYIP), Statewide Transportation Improvement Program (STIP), Transportation Improvement Program (TIP), and Constrained Long-Range Plan (CLRP).

This Plan incorporates relevant information from each agency's existing TDM planning documents and is consistent with long-range plans prepared by local and regional planning organizations, the Virginia Department of Transportation (VDOT), and DRPT.

2.0 Overview of Commuter Services

2.1 History of TDM Program

In 1973, the Rappahannock-Rapidan Regional Commission (RRRC) was formed as one of 21 Planning District Commissions (PDCs), established to facilitate local government cooperation in addressing regional problems and issues in Virginia. Planning District 9 (PD 9), the region overseen by RRRC, includes five Counties: Culpeper, Fauquier, Madison, Orange, and Rappahannock.

The Rappahannock-Rapidan Commuter Services program was formed as a program of RRRC in 1983. The program is a member of Commuter Connections, but not a member of the Metropolitan Washington Council of Governments (MWCOG) – hence, it is not included in any of MWCOG's published commuting studies. Today, the program continues to provide free ridesharing, information services, and employer outreach to assist persons who are seeking daily transportation from Commuter Services' area to employment and other destinations in the Metropolitan Washington region. In line with its strong one-on-one customer service orientation, the program strives to provide TDM services that assist residents lacking transportation and improve the quality of life in the Rappahannock-Rapidan Region (R-R Region).

2.2 Governance and Organizational Structure

2.2.1 Governance

Commuter Services is operated as a program within RRRC and is governed by a Board of Commissioners, comprised of 21 elected officials and citizens appointed to the Commission by their respective governing bodies. The Board has two representatives for each of the R-R Region's five Counties (Culpeper, Fauquier, Madison, Orange, and Rappahannock) and three largest towns (Culpeper, Orange, and Warrenton), as well as one representative each for its five smaller Towns (Gordonsville, Madison, Remington, The Plains, and Washington).

The direction, activities, and services provided by Commuter Services are primarily defined by RRRC, the program's parent agency. Commuter Services staff report directly to the RRRC Executive Director, who is responsible for overall management of RRRC's programs. All Commuter Services activities that have budgetary implications or require local match funds must be presented before, and approved by, the RRRC Board of Commissioners. The amount of

grant funding Commuter Services requests for its program is directly tied to the availability of local match money, which comes from RRRC's member jurisdictions.

2.2.2 Organizational Structure

As of 2009, RRRC had six permanent staff in total, plus one intern. Led by an Executive Director, two of RRRC's staff are dedicated to environmental and human services planning – reflecting two key priorities in the R-R Region – in addition to rural transportation planning, economic/workforce development, and affordable housing. Another staff manager is dedicated to geographic information systems (GIS) support for several of RRRC's programs.

Also housed within RRRC, Commuter Services employs approximately 1.5 full-time equivalent (FTE) staff members, whose titles and major responsibilities are shown in Table 2.1. These two staff jointly manage different functions of the program, in addition to having other distinct responsibilities that crosscut all areas and activities of the RRRC (namely, grants administration, fiscal management, and overall office management). The program also receives some staff support, guidance, and resources from other programs within RRRC, including planning and mapping assistance.

Table 2.1 Commuter Services Staff Descriptions

FTE	Position	Job Description
1	Commuter Services Co-Manager/RRRC Office Manager	Sue Hromyak administers and markets Commuter Services program, oversees employer outreach activities, provides ridematching and direct customer services.
0.5	Commuter Services Co-Manager/RRRC Grants Administrator and Fiscal Officer	Terry Snead assists area commuters with ridematching and vanpool coordination, and has responsibility for managing the Commission's finances.

Other Rappahannock-Rapidan Regional Commission Staff

Jeffrey Walker, AICP – Executive Director and Lead Transportation Planner
Deirdre Clark – Regional Planner II – Environmental
Patrick Mauney – GIS Program Manager
Cathy Zielinski – Program Manager – Human Services Planning
Julie Still – RRRC Intern (2009)

Source: www.rrregion.org.

2.2.3 Key Stakeholders

Several local governments, and regional and state agencies, comprise Commuter Services' key organizational stakeholder base. These stakeholders are the primary funders, service delivery partners, and beneficiaries of Commuter Services' services, including:

- *RRRC* – As Commuter Services' governing agency, RRRC is an important organizational stakeholder for the program and is instrumental in its success. Commuter Services benefits from the shared overhead and organizational and additional funding support it receives as a program of RRRC. Conversely, RRRC's other programs – particularly those focused on mobility, transportation planning, and environment – benefit from the programs that Commuter Services provides for the region's commuters.

- *RRRC Member Jurisdictions* – Residents, employers, and employees in Culpeper, Fauquier, Madison, Orange and Rappahannock Counties – as well as the R-R Region's eight Towns – are the key customers for the agency's services. Commuter Services depends upon these local jurisdictions for matching funds and, in turn, provides services that impact congestion, mobility, and quality of life in these jurisdictions.

- *Virginia Department of Rail and Public Transportation (DRPT)* – DRPT is Commuter Services' primary funding agency and is a partner in service delivery, including technical assistance. DRPT's rideshare grant provides 80 percent of the funding required to sustain the program, with the remaining share matched by the localities in the region. Moreover, DRPT sponsors the Virginia VanStart and VanSave programs that provide temporary funding for vanpools that experience temporary problems with filling all of their seats. In general, Commuter Services looks to DRPT to support, guide, and promote TDM at the State and regional level.

- *Commuter Connections* – Throughout its existence, Commuter Services has contracted with Commuter Connections' Metropolitan Washington Council of Governments (MWCOG) ridematching database for processing online applications. The region's commuters are directed (either by phone or through Commuter Services' own web site) to access the Commuter Connections' homepage and to complete the registration and rideshare application process using the Commuter Connections software application. As customers complete their ridesharing application, they also are eligible to sign up for the Guaranteed Ride Home (GRH) program to provide added assurance that, in the event of an emergency, they will be able to obtain reliable transportation home.

  Commuter Connections promotes its member rideshare agencies on its web site, arming potential customers with current contact information for the agency. However, MWCOG does not otherwise directly market the Commuter Services program in terms of distributing program information or in recruiting commuters or employers to take advantage of the program's services. In exchange for the ability to use its key resource – the ridematching database and its reporting capabilities – Commuter Services (similar to other member rideshare agencies) effectively pays Commuter Connections a membership/administrative fee to cover these shared overhead costs out of its annual grant.

- *Foothills Area Mobility System (FAMS)* – FAMS is a regional partnership that developed in the R-R Region with the purpose to increase mobility options for residents of the five-county region, while promoting efficiency of transportation services through coordination and innovation. FAMS is a partnership of the following agencies: Aging Together, Disability Services Boards (DSBs), Rappahannock-Rapidan Community Services Board and Area Agency on Aging (RRCSB/AAA), RRRC, and Virginia Regional Transit (VRT). The RRRC is responsible for coordination, planning, project management, implementation of the Mobility Plan created for the region, and for bringing new partners and resources for the Mobility Partnership. One part of the Mobility Management Program – the One-Call Transportation Center – may affect future service offerings of Commuter Services because the TDM agency has been identified as a potential "lead" for providing information on all travel modes and directly assisting the targeted population with travel arrangements and training.
- *Single-jurisdiction fixed route and on-demand services (within the Region's Town and County boundaries)* – Fixed route transit services include the Culpeper Connector, the Warrenton Circuit Rider, and the Town of Orange Transit (TOOT). Demand-responsive service is provided in Culpeper and Fauquier Counties.
- *Virginia Regional Transportation (VRT)* – Virginia Regional Transportation is the main transit service provider in the R-R Region and one of the primary human service mobility providers in the Region. Commuter Services promotes VRT's services to residents and partners with the agency to identify new service needs.
- *Scenic America (Commuter Bus)* – Scenic America, Inc. is the key regional commuter bus service in the region that initially began operations through a DRPT demonstration/pilot grant in January 2009, and continues to operate weekday service from Culpeper and Warrenton to Northern Virginia and downtown Washington, D.C. The bus has a 55-seat capacity – which has been only partially filled – and accepts Federal SmartTrip benefits to offset the monthly $290 cost for a reserved seat.
- *VDOT* – RRRC partners with VDOT on its Rural Transportation Technical Committee, whose membership includes Commuter Services staff, area planning directors and agency and local government officials. The committee is involved with the development of a Regional Long-Range Transportation Plan (RLRP), whose purpose is to identify future transportation infrastructure and safety improvement needs and to mirror the long-range planning efforts traditionally undertaken by Metropolitan Planning Organization (MPO) jurisdictions. The RLRP is anticipated to be presented to the public in early February 2010. It is anticipated that TDM services, the subject of this Plan, will be folded into this larger multimodal plan once completed.

Commuter Services' programs also are highly dependent on the infrastructure that VDOT owns and/or maintains; principally, the park-and-ride lots discussed later in this Plan. For the most part, the existing lots provide adequate capacity for commuters. Some are reported as underutilized.

2.3 SERVICE AREA PROFILE

2.3.1 Description of Service Area

RRRC's Commuter Services provides a range of TDM services to residents, employers, and employees in Culpeper, Fauquier, Madison, Orange and Rappahannock Counties. The Towns in the region include Culpeper, Gordonsville, Madison, Orange, Remington, The Plains, Warrenton, and Washington. Located between the Washington, D.C. and Charlottesville metropolitan areas, Commuter Services' 1,965-square-mile service area (the R-R Region) is home to approximately 168,200 residents and 48,000 jobs.[1] The Town of Warrenton is less than 50 miles from downtown Washington, D.C. Meanwhile, Fauquier County is included in the Washington, D.C.-Maryland-Virginia-West Virginia Metropolitan Statistical Area (MSA). The R-R Region is located in Virginia's Northern Piedmont Region, in the foothills of the Blue Ridge Mountains. Two rivers, the Rappahannock and Rapidan, originate in the Blue Ridge Mountains and flow east towards Fredericksburg.

The Region remains predominantly rural, with one of the lower population densities in the State. However, the region is surrounded to the north, east, and south by larger metropolitan areas; namely, Washington, D.C, Fredericksburg, and Charlottesville. Due to its proximity to these areas, the region has recently experienced considerable population growth and residential and commercial development, with most of the growth affecting the Counties of Culpeper, Fauquier, and Orange.

The R-R Region, shown in Figure 2.1, is characterized by rural, low-density residential and agricultural land uses, aside from the Towns of Warrenton, Culpeper and Orange. The vast majority of the Region has a low-density population. Warrenton and Culpeper are the only Towns that have 1,000 to 2,000 persons per square mile. Potential travel destinations and major employers are concentrated mainly in the Towns of Warrenton and Culpeper, with a small number in the Towns of Madison and Orange.

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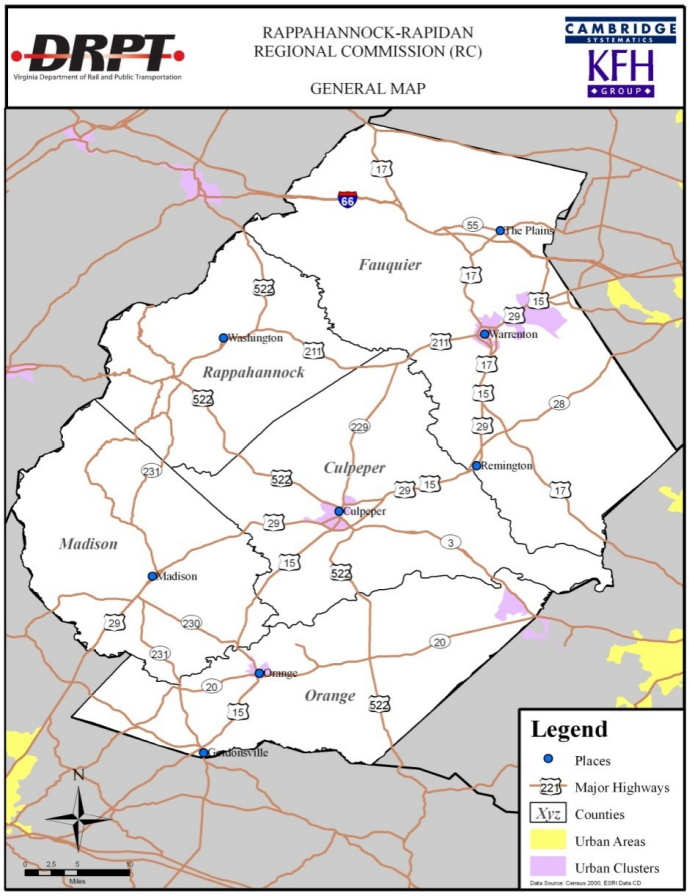
[1] Rappahannock-Rapidan Regional Commission Facts and Figures, October 2009. Virginia Employment Commission. 1st Quarter 2009.

Figure 2.1 Map of Commuter Services Area



Source: Rappahannock-Rapidan Coordinated Human Services Plan.

Over the past several years, the R-R Region has been the second-fastest growing Planning District in Virginia, following the Fredericksburg/George Washington (GW) Region. Due to the attractiveness of the Region as a retirement and quality of life destination, it is anticipated that growth will continue in the future, although the recent housing run-up has lost considerable steam. However, the area is a "tale of two regions", with the eastern half of the Region characterized as suburban (e.g., the Lake of the Woods community) and the western half as rural. As a result, there is built-in political friction between the no-growth and perhaps more moderate, yet still restrained, growth components. There is a general consensus among the population, as evidenced by visioning studies conducted by the RRRC, to restrain through traffic and congestion that traverses the Region,

and to preserve the area's rural feel and natural resources from the type of development that are more characteristic of the Northern Virginia exurbs.

2.3.2 Transportation Facilities

The R-R Region is connected to the Washington, D.C. area and served by a transportation system made up primarily of one Interstate and several U.S. and state highway routes and multiple secondary roads that connect these primary roadways. Primary east-west corridors include: Interstate 66 (I-66), US 211, VA 3, VA 28, and VA 20. North-south corridors include: US 15, US 17, US 29, US 522, and VA 231. Interstates 81 and 95 (I-81 and I-95) are both less than 30 miles away from the heart of the R-R Region. Passenger rail service is available in the region's one Amtrak station, located in the Town of Culpeper. The station serves three routes: 1) the Crescent, which runs from New York to New Orleans, 2) the Cardinal/Hoosier State, which operates between New York and Chicago three days a week, and 3) an additional daily Amtrak route originating in Lynchburg with destinations as far north as Boston, MA.

Roadways

The roadway system is by far the most widely used element of the Region's transportation network. The five-county area contains over 404 miles of primary and interstate roadways.[2] U.S. Routes 15 and 29 runs north to south through the Region, providing a connection for Charlottesville and other points south with Washington and other Northeast Corridor cities. Several east-west routes also serve the Region, including Interstate 66 and U.S. Routes 17 and 522. Other major arteries include Routes 28 and 3. These roadways serve as the primary corridors through the Region and have an urban character near towns and cities, but remain rural for most of their length.

Due to the R-R Region's rural character and limited major population centers, the Region has experienced minimal congestion issues on its roadways. Although many R-R Region residents commute long distances to work, travel delays related to congestion within the region are not a major concern. While there are many other factors to congestion, vehicle miles traveled per road mile is one relatively simple way to calculate the degree of congestion for regional comparison purposes. According to this measure, the R-R Region has lower congestion levels than the statewide average (Figure 2.2).

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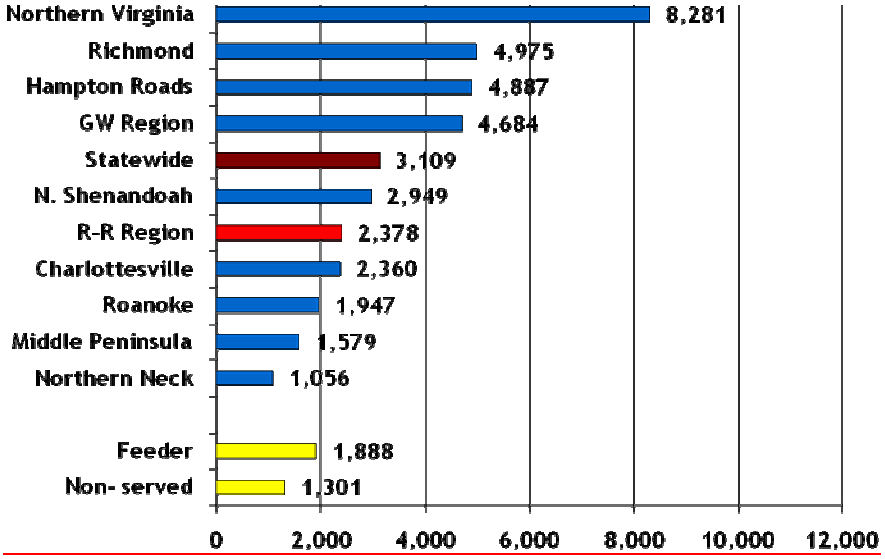
[2] VDOT Density by Maintenance Jurisdiction Primary and Interstate Roads 2003.

Figure 2.2 Congestion Rates (Vehicle-Miles Traveled per Road Mile)
Virginia Regions



Source: Virginia State of the Commute Study, 2007.

Public Transportation

Virginia Regional Transportation (VRT), a not-for-profit organization, operates fixed route bus and demand responsive transportation services within several counties in the R-R Region. In Culpeper County, weekday demand responsive service is available from 7:00 a.m. to 11:00 a.m. and 12:30 p.m. to 4:30 p.m. Two Culpeper Connector routes (Northern Loop and Southern Loop) operate within the Town of Culpeper on weekdays between 7:00 a.m. and 5:00 p.m.

In Fauquier County, demand responsive service is offered to compliment fixed route service in the Town of Warrenton. The Warrenton Circuit Rider is a public transit shuttle with two routes (Maroon and Black) serving the Town of Warrenton on weekdays from 7:30 a.m. to 5:30 p.m., and Saturdays from 9:30 a.m. to 5:30 p.m.

In the Town of Orange, a demand responsive service provides Americans with Disabilities Act (ADA) compliant service on weekdays from 8:30 a.m. to 5:30 p.m. Fixed-route Town of Orange Transit (TOOT) service from the Town of Orange to Gordonsville is available on weekdays from 6:30 a.m. to 4:00 p.m.

Commuter Bus

Scenic America, Inc is a regional commuter bus service that began operations through a $60,000 DRPT demonstration grant in January 2009, and continues to operate from Culpeper and Warrenton to Northern Virginia and downtown

Washington, D.C.[3] The 55-seat bus departs the Culpeper County Sports Complex on Monday through Friday at 5:00 a.m., and the Warrenton Park-and-Ride Lot at 5:30 a.m. It makes its first stop at the Washington Metropolitan Area Transit Authority (WMATA) Rosslyn Metrorail station in Arlington, Virginia at 6:45 a.m. and its last stop in downtown Washington, D.C. at 7:30 a.m. It picks up passengers beginning at 4:15 p.m. at the Rosslyn Metrorail station and returns to Warrenton at 6:10 p.m. and Culpeper at 6:40 p.m. A monthly reserved seat costs $290, but can be offset by a maximum pretax Federal SmartBenefit of $230.

The Commuter Services program helps to promote this commuter option through web site advertising and pamphlet distribution at the RRRC office, job fairs, and other events. Prior to the commencement of the commuter bus service, Commuter Services staff conducted a survey in partnership with the interested bus operator to help determine potential stops and level of customers' willingness to pay. Currently, 20 of the bus seats are filled – less than one-half of total capacity. A potential impediment may be the early pick-up time that may not work for some commuters who have childcare obligations – as an example – or perhaps a lack of awareness by residents that this commute option is available. Additionally, some residents may not be aware that Commuter Services focuses primarily long-distance commuters like themselves. Therefore, they may not recognize the potential value of the program to meet their needs.

Park-and-Ride Lots

There are 14 park-and-ride lots located in the R-R Region, with a new lot proposed in the Vint Hill section of the Town of Warrenton. The majority of the lots are located in Fauquier County. Four of these are located along I-66, the primary route for commuters traveling from the R-R Region to Northern Virginia and Washington, D.C. Figure 2.3 shows the locations of the commuter lots in Commuter Services area. Table 2.2 shows the location and number of spaces at each lot, at the time of the most recent 2007 inventory performed by RRRC. A majority of the park-and-ride lots in the R-R Region are owned and/or maintained by VDOT and are formal lots. A small number of lots are informal, secured for use with the permission of a supportive land owner/lessee, such as the Broad Run Church.

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The RRRC's 2007 park-and-ride location survey noted three locations where respondents wanted to see new park-and-ride lots: 1) the Town of Culpeper; 2) Gainesville; and 3) closer to the Lake of the Woods residential subdivision. Currently, Madison County is the only one in the Region that does not have at least one park-and-ride lot and, as a no-growth proponent, has not shown interest in what it perceives as a catalyst for attracting growth.

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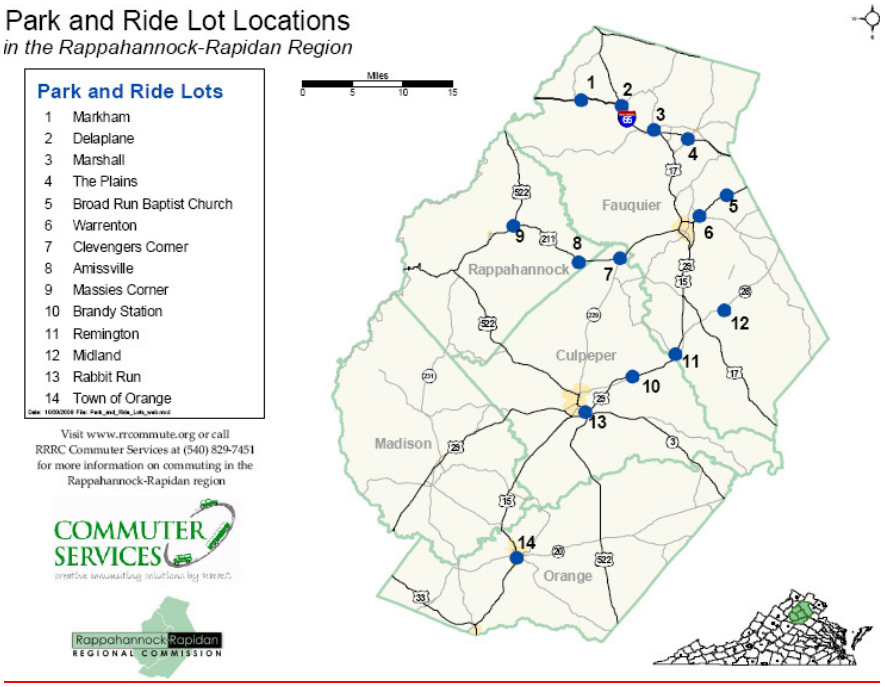
[3] The subsidy for empty seats ended July 31, 2009. However, the bus operates with a regular route license with a commitment to run service for at least three years.

Table 2.2 shows the ratio of park-and-ride spaces to commuters in the R-R Region and other regions throughout Virginia, based on 2006 VDOT data. The Region has a ratio of spaces to commuters that is comparable with the Northern Shenandoah and Northern Neck Regions; namely, 15 spaces for every 1,000 commuters.

Figure 2.3 Major Commuter Lots in the R-R Region



Source: www.rrcommute.org.

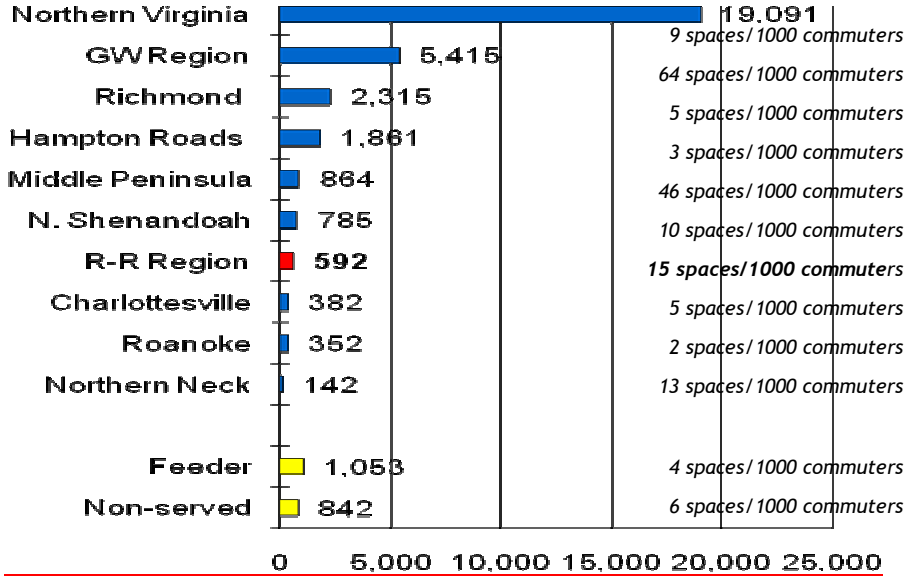
Table 2.2 Park-and-Ride Locations in the R-R Region

Jurisdiction	Location	Spaces
Brandy Station	Culpeper; U.S. 29/15 and VA 663	18
Clevenger's Corner	Culpeper; VA 229 and U.S. 211	40
Amissville	Rappahannock; U.S. 211 and VA 642 (View Town Road)	10
Delaplane	Fauquier; Maidstone Road (VA 713) and Grove Lane	17
Markham	Fauquier; VA 688 and I-66	9
Marshall	Fauquier; Frost Street near Main Street	34
Midland	Fauquier; VA 28, 602, 610 (Catlett, Midland, and Old Carolina Roads)	110
Remington	Fauquier; VA 651 and U.S. 15/29	22
The Plains	Fauquier; I-66 and VA 245	15
Warrenton	Fauquier; U.S. 29/15 and VA 605	212
Broad Run Baptist Church	Fauquier	10*
Rabbit Run	Culpeper	18*
Vint Hill	*Proposed new lot in Warrenton*	*
	TOTAL	**~ 515**

Source: RRRC Park-and-Ride Lot Inventory (April 2007).

* Note: The Broad Run Baptist Church and Rabbit Run park-and-ride locations were added after the 2007 RRRC inventory was completed, so the number of spaces is an estimate. The Vint Hill lot is a proposed new lot and the number of spaces that will be made available is unknown.

Figure 2.4 Ratio of Park-and-Ride Spaces to Commuters



Source: VDOT, 2006.

Bicycle and Pedestrian Facilities

The Town of Culpeper has the most extensive and planned bicycle and pedestrian facilities in the Region. However, most of these facilities are more widely used for recreation and tourism rather than commuting to work. Additionally, the Towns of Remington and Warrenton and Fauquier County have a number of existing facilities and resources, including the Warrenton Branch Greenway, a 1.5 mile shared-use trail that accounted for more than 700,000 use trips as of 2007. The Warrenton-Fauquier area has approximately 18 miles of existing shared-use trails, many of which were developed in concert with the subdivision development process. As part of a recent 2009 Fauquier-Warrenton Destinations Plan, the Warrenton Branch Greenway is being used as a "centerpiece" for the effort to develop walking and bicycling routes to and between the Warrenton Aquatic and Recreation Facility, the future Central Sports Complex, downtown Warrenton, and other destinations such as parks and schools.

2.3.3 Demographic Profile

Between 1990 and 2000, the population of the R-R Region increased by over 18,000 residents for a growth rate of 15.7 percent. This growth rate was one percent higher than the population growth rate for Virginia as a whole. Table 2.3 shows the historic and estimated demographic profile for the Commuter Services area from 1990 to 2010. Figure 2.5 shows how anticipated growth in the area compares to growth throughout the Commonwealth of Virginia.

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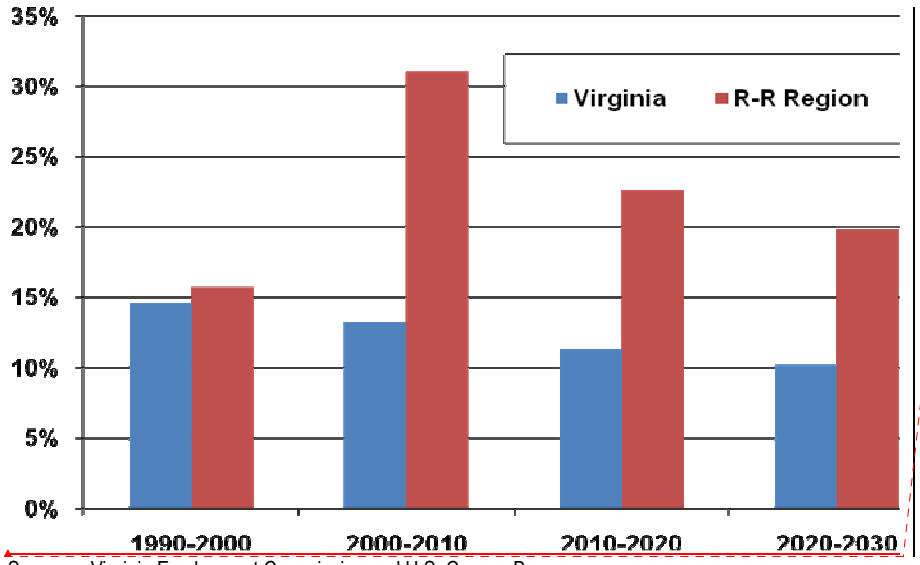
Table 2.3 Estimated Demographic Profile (1990-2010)

	1990	2000	2010
Population:			
Total Population	116,524	134,785	176,584
Percent Growth	-	15.7%	31.0%
Age Groups (%):			
Under 20	33,145 (28%)	33,128 (25%)	42,305 (24%)
20 to 64	69,371 (60%)	80,413 (61%)	109,420 (62%)
65 and Over	14,008 (12%)	17,143 (14%)	24,859 (14%)

Sources: Virginia Employment Commission and U.S. Census Bureau.

Figure 2.5 Population Growth Rate in the R-R Region and Virginia



Sources: Virginia Employment Commission and U.S. Census Bureau.

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2.3.4 Employment Profile

In addition to population trends, employment patterns also can impact the types of TDM services demanded in an area. For example, areas with high levels of employment will have a greater focus on employer services than areas that are mainly residential. In April 2009, total employment in the R-R Region was 47,980.[4] Table 2.4 shows the 10 largest employers in the R-R Region in 2009. As shown in Figure 2.6, the R-R Region has one of the lowest employment densities in Virginia. This low-density creates a challenge for encouraging carpooling, engaging likely employers, and successfully implementing traditional TDM strategies especially within the region, which has poor intra-jurisdictional transit connections.

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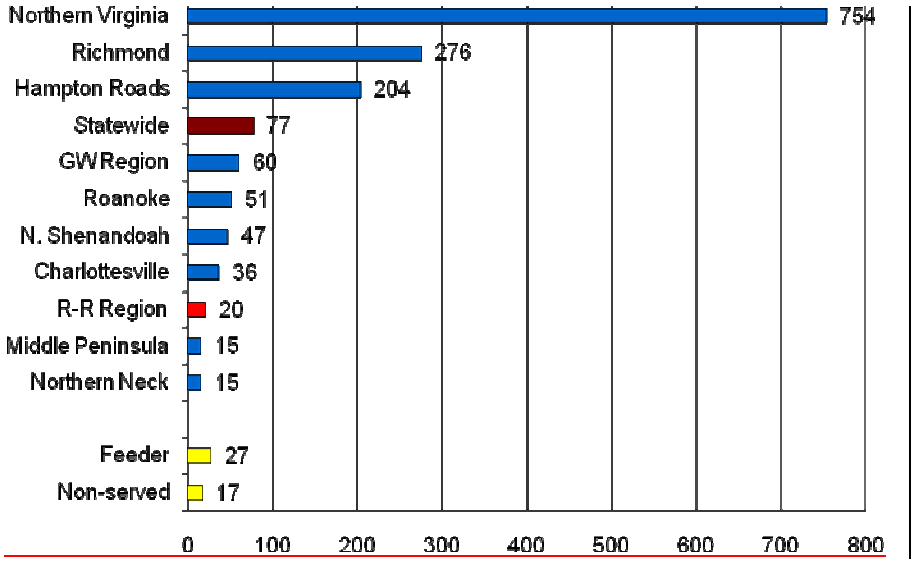
Table 2.4 Top 10 Employers in Commuter Services Area

	Rappahannock-Rapidan Planning District
1.	Fauquier County School Board
2.	Wal Mart
3.	Culpeper County School Board
4.	Fauquier Hospital
5.	Orange County School Board
6.	County of Fauquier
7.	Culpeper Memorial Hospital
8.	Food Lion
9.	County of Culpeper
10.	1-800-Flowers

Source: Virginia Employment Commission. 50 Largest Employers during 1st Quarter (January, February, March) 2009.

[4] LAUS Unit and Bureau of Labor Statistics, April 2009.

Figure 2.6 Employment Population Density in Virginia Regions



Source: 2000 Census, Employees per square mile.

2.3.5 Existing Travel Patterns

Knowing where and how residents, workers, and visitors travel for work and nonwork activities helps determine the services that best fit their needs today and can help identify the types of programs that will attract customers to nonsingle-occupancy vehicle modes in the future. Considering current travel and commute trends, combined with future development and population projections, can give some clues to what types of services will be needed and where future programs and marketing should be targeted.

Mode Split

Mode split is commonly used as a performance measure for TDM agencies. In Virginia, approximately 77 percent of commuters drive alone, 11 percent carpool or vanpool, 4 percent take transit, 4 percent telework, and 4 percent walk or use other means. As shown in Figure 2.7, the R-R Region has a percentage of drive alone commuters that is higher than the statewide rate, and higher than in the Northern Virginia and George Washington/Fredericksburg Regions. Figure 2.8 further illustrates that residents who commute within the R-R Region are more likely to drive alone and to use telework as a commute option. Conversely, "outbound commuters" (e.g., those heading to work destinations outside the R-R Region) are less likely to drive alone and more likely to use options such as carpooling and buses/trains. The time and money savings from the latter options are arguably more geared to long-distance commutes, since those same options may not be as appealing, feasible, or effective for intraregional travel

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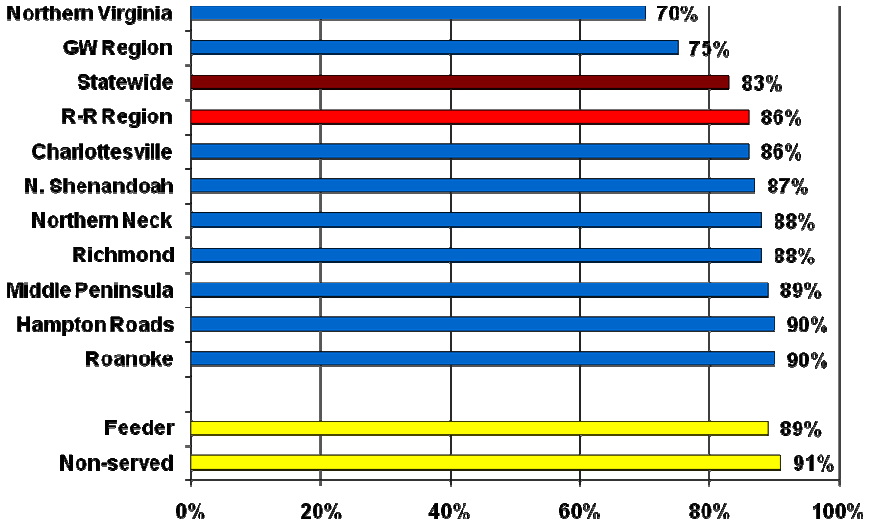
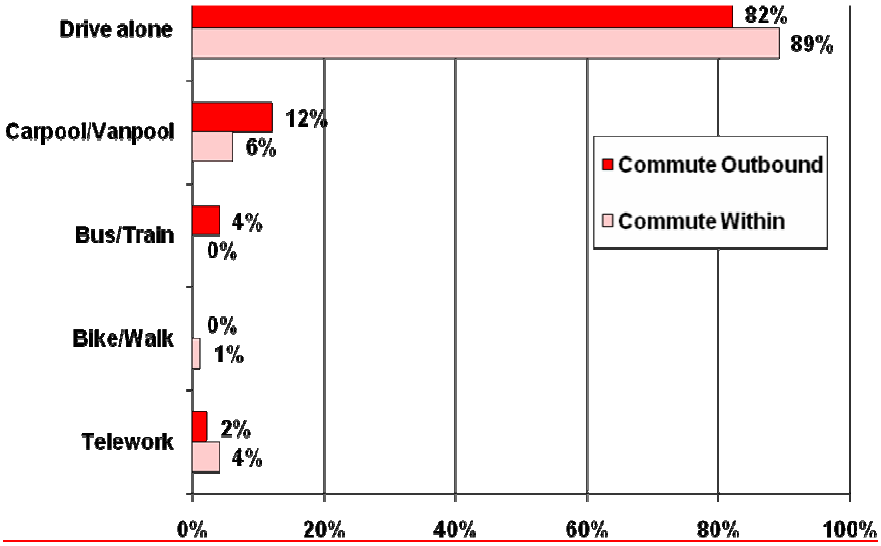
depending on the origin and destination – particularly relative to concentrated work sites such as Federal agencies located in downtown Washington, D.C.

Figure 2.7 Drive Alone Rates in Virginia Regions



Source: Virginia State of the Commute Study, 2007.

Figure 2.8 R-R Region's Use of Alternatives to Drive Alone Commute



Source: Virginia State of the Commute Study, 2007.

Commuting Patterns

Commuting patterns are one of the largest influences on a TDM agency's programs and customers. Generally, areas with a large percentage of inbound commuters may want to emphasize employer services, while areas with a large percentage of outbound commuters may want to focus instead on residentially based programs. Figure 2.9 and Table 2.5 detail current commuting patterns for the R-R Region.

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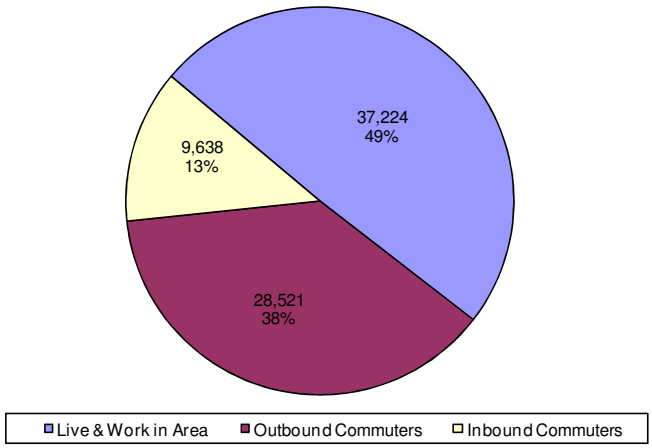
Figure 2.9 Commuting Patterns (2000)



Source: Virginia Employment Commission.

Table 2.5 Top 10 Areas Residents Commute To and Workers Commute From

Residents Commuting To:	Residents (%)	Workers Commuting From:	Workers (%)
Fauquier County	14,681 (22%)	Fauquier County	12,482 (27%)
Culpeper County	11,500 (17%)	Culpeper County	11,250 (24%)
Fairfax County	7,744 (12%)	Orange County	6,732 (14%)
Orange County	6,200 (9%)	Madison County	4,465 (10%)
Prince William County	4,207 (6%)	Rappahannock County	2,295 (5%)
Madison County	3,092 (5%)	Fairfax County	1,483 (3%)
Loudoun County	1,966 (3%)	Prince William County	1,007 (2%)
Rappahannock County	1,751 (3%)	Spotsylvania County	728 (2%)
District of Columbia	1,677 (3%)	Louisa County	697 (1%)
Manassas City	1,670 (3%)	Warren County	655 (1%)
Total Resident Commuters:	**65,745**	**Total Workers:**	**46,862**

Source: Virginia Employment Commission.

State of the Commute Summary (2007)

The 2007 State of the Commute survey provides additional information about commute and travel patterns within the R-R Region. Some important findings from this study include:

- Average one-way commute time/distance: *40 minutes/ 28 miles*
- Percent reporting their commute is more difficult than last year: *37%*
- Percent of residents with no transit in home/work area: *77% home/ 53% work*
- Projected vehicle-miles traveled (VMT) increase 2000-2025: *81% (NOVA average)*

As Table 2.6 shows, the R-R Region has the second longest commute time and length compared to other regions in Virginia. The average commute length in the R-R Region is 12 miles longer than the state average, and the average commute time is 12 minutes longer. As Figure 2.10 shows, 52 percent of residents in the R-R Region report that they are satisfied with their commute. Satisfaction levels are equally high among commuters who travel outside the R-R Region for work, and those who work and live in the Region. However, throughout the R-R Region, 37 percent of commuters report that their commute is more difficult now than it was the previous year.

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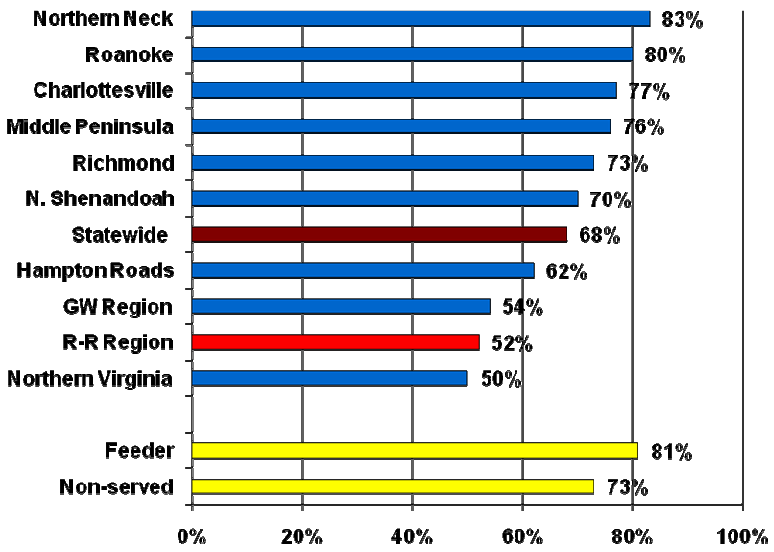
Table 2.6 Average Commute Trip Time and Length

Region	Average Trip Time Minutes	Rank	Region	Average Trip Length Miles	Rank
GW Region	42	1	GW Region	30	1
R-R Region	**40**	**2**	**R-R Region**	**29**	**2**
Northern Virginia	35	3	Front Royal	25	3
Middle Peninsula	33	4	Middle Peninsula	23	4
Front Royal	32	5	Northern Neck	22	5
Northern Neck	29	6	Non-served	19	6
Statewide	**28**	**7**	Charlottesville	18	7
Non-served	26	8	Feeder	17	8
Charlottesville	26	8	**Statewide**	**17**	**8**
Feeder	24	10	Northern Virginia	16	10
Hampton Roads	23	11	Richmond	16	10
Richmond	23	11	Hampton Roads	14	12
Roanoke	20	13	Roanoke	14	12

Source: Virginia State of the Commute Study, 2007.

Figure 2.10 Percent Satisfied with their Commute in Virginia Regions



Source: Virginia State of the Commute Study, 2007.

2.4 CURRENT TDM PROGRAMS AND SERVICES

In the context of the existing service area characteristics and demographic, employment, and travel patterns, Commuter Services provides a range of TDM services and programs to residents and employees in Culpeper, Fauquier, Madison, Orange and Rappahannock Counties. Commuter Services' assistance to commuters is focused on three main areas: ridematching, vanpool and employer assistance, and transportation information distribution.

2.4.1 Customers

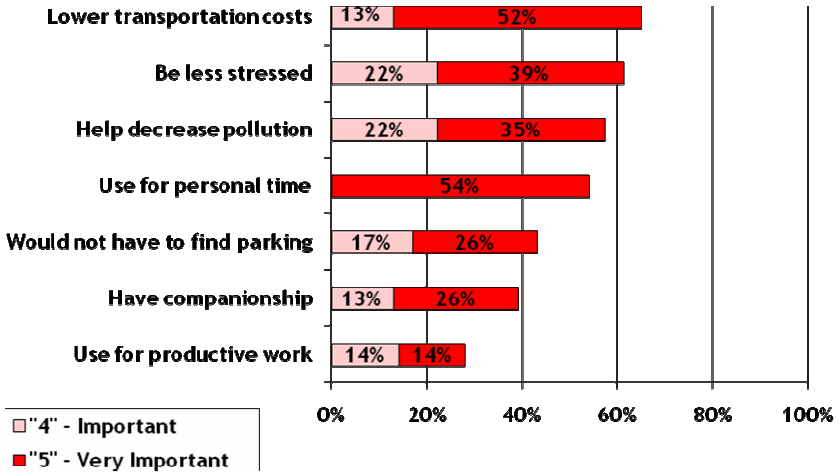
Disseminating information to the citizens of the R-R Region on the range of transportation options available and providing detailed, personal travel planning assistance is the core of Commuter Services' program**.** These key "customers" include residents and businesses that have a variety of needs, including: ridematching for carpools, vanpools, and commuter bus; requests for information on the Guaranteed Ride Home (GRH) program; and general questions regarding commuting and location of park-and-ride lots. Commuter Services has gauged a moderate overall level of awareness from residents and employees concerning the program and its offerings. While the marketing focus has been on the long-distance commuter headed to the Washington, D.C. area, the agency web site and marketing materials do not explicitly identify this market segment. This may account for the gap of awareness of some residents

that this local service provides matches to residents headed to downtown Washington, D.C. or Northern Virginia (in contrast to only local trips within the R-R Region).

One of the main challenges faced by Commuter Services in marketing to their customer base is having a sufficiently sizable match pool of potential matches, as residents are dispersed within the Region. The lack of a functioning integrated statewide ridesharing database capability further precludes residents of adjacent jurisdictions – such as the Charlottesville area – from being included in the universe of potential matches. Commuter Services also experienced challenges in its advertising and direct mail success to date, particularly in finding new employer prospects and seeking out new resident participants. The breadth of newspapers (e.g., one or more in each of RRRC's representative counties) and radio stations that cover the Region are expensive media to tap given a very limited marketing budget. Moreover, the employer base is too small to track. A lack of utilization of the existing (urban-focused) GRH program operated by Commuter Connections also was noted, commensurate with an interest to refine this program to serve the needs of more rural areas such the R-R Region (e.g., a "rural GRH program").

For those commuters who actively chose alternative modes of transportation in the Region, the most recent 2007 Virginia State of the Commute Study reported their top reasons as lower transportation costs, reduced stress of driving alone, and the desire to decrease pollution.

Figure 2.11 Reasons R-R Region Commuters Use Alternative Modes



Source: Virginia State of the Commute Study, 2007.

2.4.2 Programs and Services

Information about Commuter Services' programs and services can be found on the program's web site (http://www.rrcommute.org), which provides general commute information, access to an online ridematching application, listing of park-and-ride lots, transit benefit information, and a wealth of other resources. Detailed descriptions of the programs and services provided or administered by Commuter Services staff are summarized below.

Carpool/Vanpool Matching

Ridematching and carpool/vanpool assistance has been the core of Commuter Services' TDM program since its inception. The agency assists in the creation of new carpools and vanpools and works toward keeping these pools successfully operating. One major role of the program is to match commuters with carpools and vanpools that are seeking new riders, and to connect commuters with similar origins, destinations, and work schedules in order to form new carpools. The focus is on long-distance commutes to employment centers in Northern Virginia and downtown Washington, D.C. The lack of internal congestion within the Region reduces most incentives for residents who work locally to carpool to their job sites.

Commuters who are interested in ridematching services are most likely to seek out this information through a Google keyword search, which would either direct them to the RRRC web site or to the Commuter Services home page. Commuter Services has an option to call the agency to sign up for ridesharing, or to fill out an online application through Commuter Connections, of which Commuter Services is a member. Commuter Services does not have its own ridesharing database and, hence, relies on the Commuter Connections ridesharing software to generate matches and to allow customers to simultaneously sign up for Commuter Connections' GRH program.

The Commuter Connections application process has not been without problems, particularly as customers have had difficulty in completing the registration process, determining if they have been successfully registered, and in being able to obtain a successful matchlist. A recently developed and more complicated and data input-intensive version of the application, combined with user error, has made the application process much more time-consuming for Commuter Services staff.[5] When they are alerted to errors in an application – through customer requests for additional assistance or Commuter Connections reports that highlight incomplete or unmatched applications for customers in R-R

[5] Commuter Services staff commented that they were more comfortable with the old ridematching approach, wherein a customer would call the agency and staff would input their application as this method generated fewer errors and was more efficient than the current COG software.

Region – Commuter Services staff offer hands-on technical assistance to those applicants to increase their chances of securing a match list. They troubleshoot problems by phone, reenter crucial information into the online application on behalf of customers, and sometimes manually produce matches in cases where their insight and knowledge of the area produce more viable match results relative to the Commuter Connections software.

Currently, there are 450 active ridematching applicants in the ridematching database.

Vanpool Assistance

Commuter Services provides assistance for two DRPT-sponsored programs – VanStart and VanSave – in the form of subsidies to help start a new vanpool or to temporarily cover vacant seats in an existing vanpool. Although this is a state program for which the agency does not receive direct funding, Commuter Services uses its discretion to provide assistance based on its knowledge of the vanpool operation, the circumstances under which assistance is sought, and eligibility. In general, the program is available to all operators that function as nonprofit organizations, are registered with the agency, are appropriately covered by insurance and display the required nameplate tags, and have a seating capacity of at least six to 14 passengers.

The Virginia VanStart program temporarily subsidizes empty seats during the critical start-up phase of new vanpools. The program is open to all *new* vanpools that register for assistance with Commuter Services. Owners/operators must apply during the first three months of operation, and the vanpool must be at 50 percent capacity. Commuter Services' role in this program is to provide information for commuters who are interested in starting new carpools, in the promotion of those new vanpools, and in partnering with the vanpool operator to recruit additional riders.

Once an existing vanpool has been in operation for a minimum of six months, and has not received any state assistance in the past year, it is eligible for the VanSave program. This program is designed to assist established vanpools experiencing an emergency loss of passengers. At the time of application, at least 25 percent of the paying passenger capacity must have been empty for more than 30 days. Similar to the VanStart program, Commuter Services partner with the operator to identify new riders to fill up the empty seats. For both programs, Commuter Services will determine the amount of assistance per passenger seat, using its discretion and the rule-of-thumb guideline of the average cost per passenger seat (excluding the driver) for all vanpools registered in the database that are operating within comparable distance parameters and market factors. Commuter Services tracks the vacant seats of assisted vanpools and verifies eligibility for continued assistance. The agency is able to provide funding up to four months, while gradually reducing the number of seats subsidized each month.

Commuter Services offers VanStart and VanSave programs through the Vanpool Assistance Program. Commuter Services staff estimates that there are potentially a number of private, unregistered vanpools whose status is unknown because their operators are not actively requesting assistance from either VanStart or VanSave. The program conducts a park-and-ride lot survey every three months, but the vans are at commuters' worksites and, therefore, may be undercounted.

Guaranteed Ride Home (GRH)

Commuters in the R-R Region are able to register for the Guaranteed Ride Home (GRH) program through Commuter Connections, which administers the program. Commuter Services lobbied Commuter Connections to add the R-R Region to its GRH service area. However, it is suspected that the program is not highly used. Commuter Services is currently exploring the feasibility of implementing a "rural GRH program" that is more tailored to the needs of the Region, in contrast to the urban emphasis of the Commuter Connections program.

Employer Services

Traditionally, Commuter Services staff have participated in job fairs in an attempt to reach employers, and have noted that this was the most successful and cost-effective approach. However, employer outreach has not been consistently successful. For example, when gas prices increased precipitously in 2008, Commuter Services met with a large employer, Fauquier Hospital, to explore options for its lower-income staff to obtain affordable transportation to work. Interest from this employer – following a pattern experienced uniformly by other rideshare agencies and employers across the State – has waned considerably once gas prices returned from their peak periods and the momentum to explore alternative options quickly dissipated.

Generally, program awareness of Commuter Services among employers appears to be rather low. Given the dispersed nature and small size of employers in the R-R Region, it is very challenging for staff to make consistent face-to-face outreach and track progress in a cost-effective fashion.

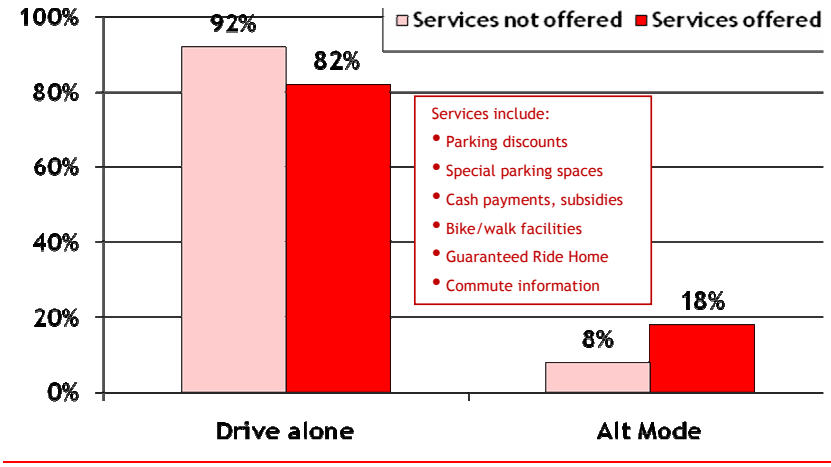
Telework

Telework programs, where available, are seen as an attractive alternative to driving alone. For the R-R Region, the most significant benefits would be improved quality of life and reduced road congestion (particularly for through trips). Other benefits to employees include improved air quality, lower personal expenses, greater job satisfaction, and more flexible schedules. For employers, the benefits of telework include increased employee morale and retention rates, increased employee productivity, reduced overhead costs for office space, and access to employees across a larger geographic area.

In July 2003, the RRRC conducted a telework study titled "The Need, Cost, and Benefits of Establishing a Telework Center in the Rappahannock-Rapidan Region". The study noted that the Region is considered a high-growth area relative to state and national trends, and highlighted the likelihood that the majority of residents would continue to drive to work in a single occupancy vehicle, thereby worsening congestion. However, in spite of the potential benefits posed by the establishment of a regional telework center, the low number of Federal workers in the Region and unpredictable Federal funding for new telework centers were seen as major obstacles to implementation at the time of the report. As a result, another commuting alternative was explored – increasing the number of home workers in the Region. This could be feasible only if high-speed Internet access was provided throughout the Region via a wireless broadband network. The cost of such a project and the geography of the region were identified as impediments to this solution.

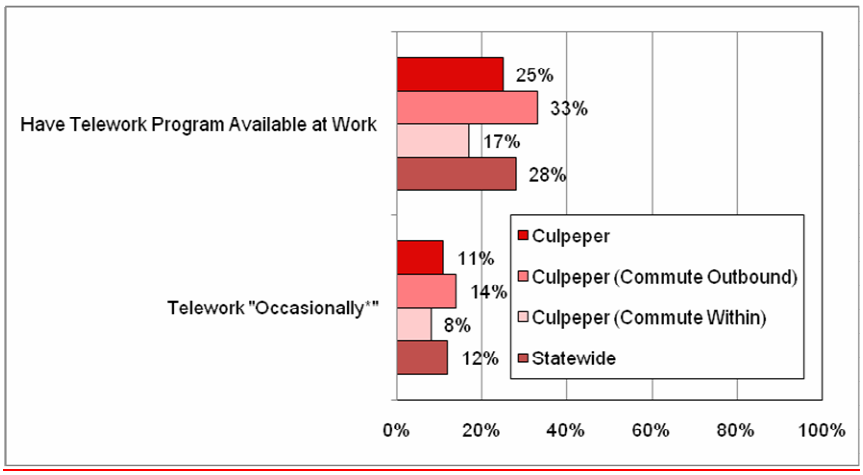
Since this report, RRRC has undertaken a broadband study, which will address the potential of bringing this technology into underserved parts of the region. Since the region does not qualify for Telework VA!, they explored existing interest in a telework center in the Town of Culpeper. In spite of an initial flurry of interest as expressed in a short survey response, follow-up strategies have waned considerably.

Figure 2.12 Primary Mode if Employer Makes TDM Services Available



Source: Virginia State of the Commute Study, 2007.

Figure 2.13 Teleworkers and Telework Programs in the R-R Region



Source: Virginia State of the Commute Study, 2007.

Table 2.7 Potential New Teleworkers in R-R Region

	Statewide	Rappahannock-Rapidan
Non-teleworkers who:		
Have TW-appropriate job responsibilities	31%	23%
Are interested in TW	24%	16%
– Occasional	15%	9%
– Regular	9%	7%
Potential New Teleworkers	**751,000**	**10,600**

Source: Virginia State of the Commute Study, 2007.

Bicycling/Walking

Commuter Services does not directly promote bicycling or walking as commuting options, as both have been deemed unlikely or impractical outside of the town boundaries, where the infrastructure for those activities is more developed. The attractiveness of these options is tied mainly to tourism in the region. The Towns of Culpeper and Warrenton, as well as Fauquier County, stand out as areas of the region that have given much attention to these modes in their planning efforts.

Public Transportation

Through its web site, Commuter Services advertises a number of public transportation options, including:

- Virginia Rail Express (VRE). The closest VRE stations are located in Broad Run and in Manassas. The current western terminus of the Manassas line is seven miles east of Fauquier County at Broad Run/Airport Station in Prince William County.
- Washington Metropolitan Area Transit Authority (WMATA). The closest Vienna Metro station is along I-66.
- Commuter bus options such as Scenic America, Valley Connector service from Front Royal, Virginia Regional Transit (VRT), and Quick's Commuter Bus Company.

Marketing

The media coverage is split across five different county newspapers (plus a variety of local papers) and television Community Access channels, making marketing efforts difficult for Commuter Services' staff. Newspaper ads have not proven effective; meanwhile, highway signs and the Internet have been much more successful as distribution channels, as most of the calls the agency receives are due to these media. In the past, Commuter Services staff has sent out mailers and participated in street fairs, as well as job fairs. Commuter Services staff e-mails a newsletter every three months to over 700 people. They also have an article about the program each quarter in the Planning District's electronic newsletter.

Figure 2.14 and 2.15 show the customer awareness generated by the program, which has not been as high as other rideshare agencies; namely, Northern Neck, Charlottesville, and more urban agencies with greater congestion and, often, marketing budgets for outreach.

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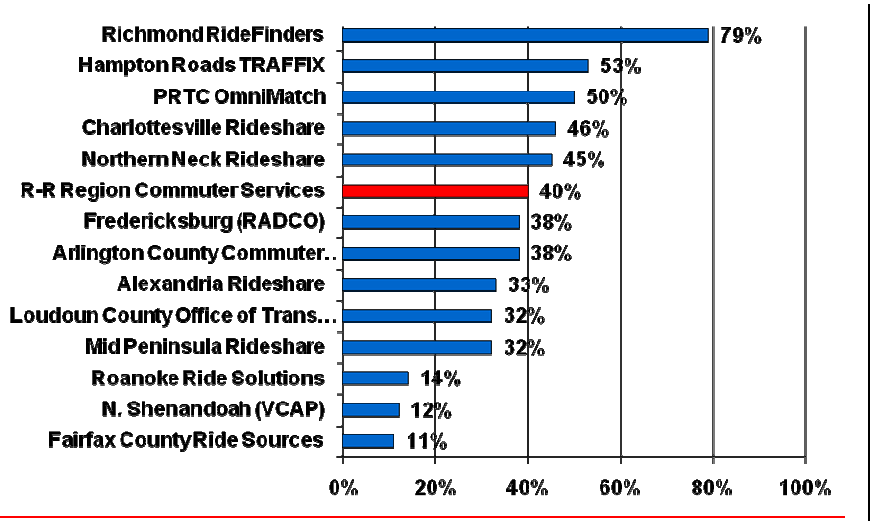
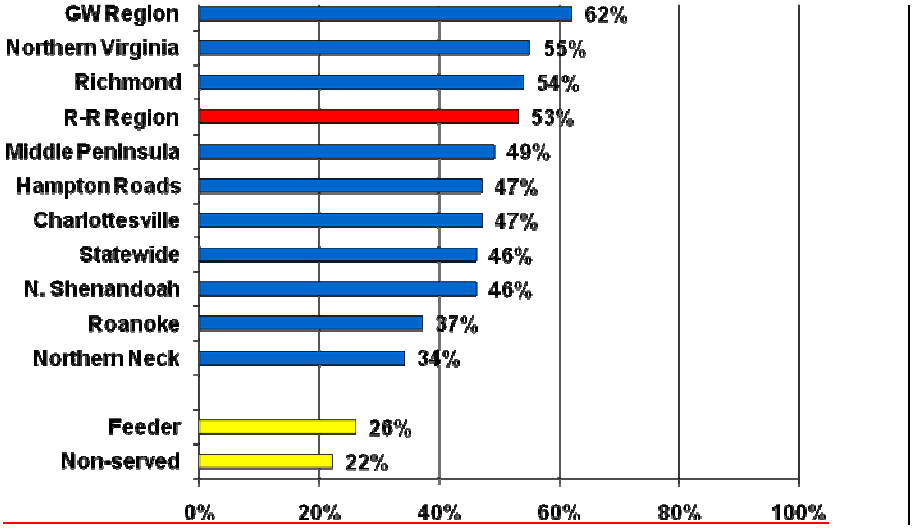
Figure 2.14 Awareness of Commuter Services Program



Source: Virginia State of the Commute Study, 2007.

Figure 2.15 Advertising Recall



Source: Virginia State of the Commute Study, 2007.

2.4.3 Related Mobility Programs

Commuter Services' current services are primarily focused on commuter transportation alternatives. However, there are other programs within the

Rappahannock-Rapidan region that provide related services to improve mobility and transportation options for other groups of the population.

The main human service transportation program in the region is the Foothill Area Mobility System (FAMS), which is a regional partnership to increase mobility options for residents of the five-county region, while promoting efficiency of transportation services through coordination and innovation. FAMS is a partnership of the following agencies: Aging Together, Disability Services Boards (DSB), Rappahannock Rapidan Community Services Board and Area Agency on Aging (RRCSB/AAA), RRRC, and Virginia Regional Transit (VRT).

More information about human service transportation programs in the R-R Region is available in the Region's Coordinated Human Service Mobility Plan (CHSM)[6]. The CHSM highlights issues related to mobility - particularly for the elderly, individuals with disabilities, low-income, or those without access to a vehicle - and outlines goals, objectives and strategies to address unmet transportation needs for these groups.

[6] The completed Plan and its Executive Summary can be found at : http://www.rrregion.org/publications.html

3.0 Future Commuter Services Area Profile

This Plan is designed to address the TDM needs of the Rappahannock-Rapidan Region (R-R Region) in the short (one to six year), medium (7 to 15 year), and long (16 to 25 year) term. This section addresses how the region is expected to change over these time horizons.

3.1 PROJECTED DEMOGRAPHICS

As shown by Table 3.1, the "65 and Over" age group is projected to increase the most – from 14 percent in 2000 to 21 percent in 2030. Meanwhile, the under 20 age group is projected to remain steady, while the 30 to 64 age group is anticipated to decrease from 61 percent to 55 percent in that timeframe.

Table 3.1 Demographic Changes (2000-2030)

	2000	2010	2020	2030
Population:				
Total Population	134,785	176,584	216,460	259,409
Age Groups (%):				
Under 20	33,128 (25%)	42,305 (24%)	50,952 (24%)	62,478 (24%)
30 to 64	80,413 (61%)	109,420 (62%)	128,106 (59%)	142,250 (55%)
65 and Over	17,143 (14%)	24,859 (14%)	37,402 (17%)	54,681 (21%)

Source: Virginia Employment Commission and U.S. Census Bureau.

3.2 PROJECTED EMPLOYMENT

A slightly greater than 15 percent growth in employment is projected in the region by the Virginia Employment Commission between 2008 and 2018, as shown in Table 3.2. Commuter Services staff noted a recent trend of government agencies moving into the area due to the perceived attractiveness of the region, including considerations regarding security. The recently completed 45-acre Library of Congress Packard Campus for Audio-Visual Conservation in Culpeper serves as one example. A Terremark data security center also is now located in the area.

Commuter Services staff reported that, in the future, the region will try to attract technology industry employment.

Table 3.2 Estimated Employment Levels

	Estimated 2008	Estimated 2018	Change	Percent Change	Annual Growth
Total Employment[a]	50,463	58,184	7,721	15.3%	1.4%

Source: Virginia Employment Commission.

[a] New jobs and employment growth.

3.3 AREAS OF GROWTH

The R-R Region is the second-fastest growing planning district in the Commonwealth, evidenced by the recent housing boom which has notably subsided. The region is split with respect to pro-growth and no-growth tendencies, with Rappahannock and Madison Counties in the western part of the region being more rural in nature and favoring to retain this characteristic. Rappahannock County, in particular, has experienced a population decrease and related desire to constrain growth, which is seen as politically desirable. Culpeper, Fauquier, and Orange Counties are more mixed, with both rural and urbanizing areas.

In its 2007 map depicting "Future Growth Areas in the Rappahannock-Rapidan Region", the RRRC anticipates growth to be channeled around existing towns, whose boundaries can be reasonably anticipated to expand outward over time. The existing population centers in the Towns of Culpeper, Warrenton, Madison, and Orange are likely to get denser and grow larger over a 20-year timeframe. To some degree, the "green" sentiment is catching on in the region, helping to direct greater density around the towns. The Bealeton corridor along Route 28 is another area cited by Commuter Services staff where there is an attempt to focus future growth.

3.3.1 Transportation Facilities

As the Route 29 Corridor Study has neared its conclusion, there are no major road improvements planned in the region, except for potential bypasses.

Local jurisdiction Comprehensive Plans have identified several road widening projects that currently are in development, or that will be pursued in the future, that may influence travel demand and patterns in the R-R Region.

3.4 PROJECTED TRAVEL PATTERNS

Changes in demographics, employment, development patterns, and transportation infrastructure will all affect the travel patterns in and around the Commuter Services' service area. According to the *Draft Rappahannock-Rapidan Regional Commission 2035 Regional Long Range Transportation Plan*, the populations in Culpeper, Fauquier, and Orange Counties are expected to show an increase by

more than 50 percent by 2030. Meanwhile, a 25 percent increase is projected for Madison and Rappahannock Counties. In-migration from 2000 to 2007 primarily came from localities to the north and east of the R-R Region, with the largest concentration from Fredericksburg and Washington, D.C. areas. Increased population and development activity have created changes in transportation patterns and provided added pressure on the transportation network, resulting in greater capacity demands on the roadways, and increased demand for public transportation and TDM services. The region has experienced growth in through traffic between Northern Virginia and Charlottesville. It was noted in the *Draft Long Range Plan* that both US 17 and US 29 have become commuter alternatives to the heavily traveled interstates located to the east and west of the R-R Region.

3.5 EXTERNAL TRENDS

In addition to the projected demographic and developments trends that will affect TDM in the area, there are a number of external trends and factors that are likely to influence and shape R-R Region's future. Some of these forces are described in this section.

3.5.1 New Generation of Workers

America's youngest generation, the Millennials (sometimes called Gen Ys or Echo Boomers), are poised to make a huge impact on ridesharing modes and ridesharing support services for years to come. There are two primary factors that will fuel this change.

First, the sheer size of the Millennial population suggests that they will influence society, just as the unusually large Baby Boomer generation did and still does today. When compared to the other generations, Millennials represent the largest generation alive today – 80 million strong as shown in Figure 3.1.

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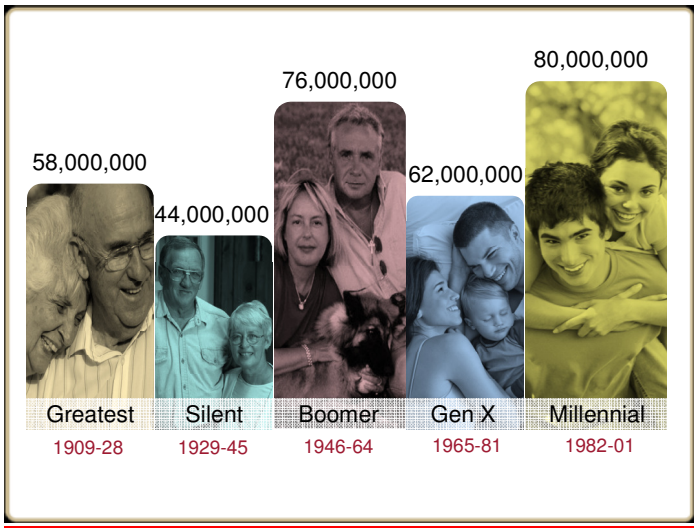
Figure 3.1 Size and Age Profile of U.S. Generations



Source: SIR Boomer Project.

Second, over the past two years, Millennials have shifted to and remained in non-SOV work commute modes at a greater rate than any older generation. Even the fall in gas prices has not reversed this promising trend among Millennials. Given the cause-oriented generational values and sheer size of this generation, Millennials will have a big impact on ridesharing and may represent a tremendous opportunity to significantly shift America's modal split.

Millennials also are leading the way in reshaping rideshare support services. Just three years ago, most ridematching was done through large government-sponsored, centralized databases. Today, many commercial enterprises are tapping into commuters' need for hyper-social connectivity by offering ridematching as part of social networks – Craigslist, Facebook, Goloco.org, Ridebuzz.org, Greenyour.com, and even the Dave Matthews Band web site. Millennials are leading the adoption curve of this new technology and new way to share a ride.

While Millennials make up a small percentage of the workforce now, they will make up the majority of the work force in years to come, surpassing the older generations just ahead of them – the smaller Gen X and baby Boomers. It will be these future workers – 10 and 20 years from now – that will shape how our companies, cities, and transportation systems of the future will run.

3.5.2 Environmentalism and Sustainability

One of the most recent social movements being fueled by Millennials, as well as older generations, is the green or sustainability movement. When it comes to TDM, there are both consumer- and business-driven forces at work. Residents of

the R-R Region have a moderate tendency to site environmental reasons as a motivation for ridesharing and using alternative modes. The view that ridesharing and TDM are the green alternatives to drive alone commuting could help TDM gain ground in this market. As was shown previously in Figure 2.10, decreasing pollution was listed as a compelling reason for commuters to use an alternate mode of transportation.

Perhaps the more powerful green influence in the TDM world is what's happening with businesses. More and more companies want to be perceived as being green. In a recent SIR Study for the *Older Dominion Partnership*, 50 percent of the CEOs in Virginia want their companies to be perceived as *"being green."* To this end, companies are embracing green practices and looking for ways to showcase their corporate greenness.

3.5.3 Growing Involvement of Employers in TDM

Over the past few years, the labor shortage, green movement, and corporate experiences with TDM have helped the TDM cause reach the tipping point in employer appreciation and use. Corporate America has now realized that it is in their self-interest to embrace TDM programs to boost recruitment, retention, employee productivity, etc. Consequently, more and more companies are offering TDM services and programs and/or considering launching additional TDM services in the future. This trend creates an opportunity for Commuter Services to connect with the growing number of companies in the R-R Region and surrounding regions.

3.5.4 Changing Nature of Work

One of the more subtle reasons behind employers' relatively recent acceptance of employer-based TDM services is the changing nature of work. More and more employers recognize that work is not some place you go, but rather something you do. Enlightened employers are measuring employee productivity not by time clocks but rather by outcomes – they are slowly evolving to a distributed workforce model.

This realization has been fueled by the prerecession 2009 labor shortage and will be accelerated, again, by the significant labor shortages projected in the coming decade when millions of Baby Boomers slow down or exit the labor market altogether. Employers desire to cater to their labor forces' physical work space desires often translates into compressed work weeks, greater flexibility to come and go, and the ability to work from off-site locations.

An early indicator of the powerful impact that the changing nature of work will have on commute patterns is the rise in popularity of telework. Teleworking offers the biggest opportunity to reduce vehicle miles traveled across the region as it basically eliminates the need for the trip altogether. Today, about four percent of the R-R Region workforce telecommutes, despite gaps in high-speed internet access in the region.

3.5.5 Automobile Cost of Operation

Discussing the future of roads and highways most often leads to some form of user fees – tolls, increased gas taxes, congestion pricing, or vehicle miles traveled (VMT) tax. Other forms of roadway pricing also may be introduced in the future and no matter what form these user fees take, it seems likely that at some point within the long-term timeframe of this plan, some type of user fee will be enacted on at least some portion of the roadway network. It can therefore be assumed that it will cost more to operate an automobile in the future.

Gasoline prices are another unknown element of the future of TDM; most industry leaders are in agreement that gas prices will be higher in the future. How much higher and when the increase will occur is still unknown, but with the 2008 spike in gasoline prices as an indicator, the price increase will likely have a major impact on the choice and use of travel modes.

4.0 Commuter Services' Strategic Plan

This section outlines the strategic framework that will guide the growth and development of Commuter Services and its services over the short, medium, and long term. An analysis of the program's strengths, weaknesses, opportunities, and threats – in light of current area needs and projected changes in the future – was conducted to produce goals and objectives the program will work towards and performance standards to monitor the program's progress.

4.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

A SWOT analysis provides an organized framework for evaluating an agency and the environment in which it operates. This analysis highlights strengths as areas in which Commuter Services already excels, while recognizing weaknesses as areas in which Commuter Services should work to improve its programming. Opportunities are elements that Commuter Services could use to its strategic advantage and convert into strengths, while threats are factors or events that could turn into weaknesses if not addressed proactively.

4.1.1 Strengths

- Dedicated, knowledgeable staff with substantial knowledge of the transportation needs of R-R Region residents and extensive institutional knowledge of the RRRC and its stakeholders.
- Location within the RRRC provides administrative and support services (e.g., GIS mapping, additional funding) that enhance the services delivered by the TDM program.
- Direct representation on two key RRRC committees which provide an opportunity to integrate TDM services into ongoing regional planning efforts; namely, 1) the Rural Transportation Technical Committee, which is tasked with developing a Regional Long-Range Transportation Plan, and 2) the Regional Tourism Committee, which is composed of several County Chambers of Commerce members that can potentially serve as a natural segue to future employer outreach. Additionally, while tourism in the region currently is envisioned and marketed in terms of personal automobile travel – and to a lesser extent, bicycle travel – the future tourist market (e.g., 20 years from now) may be able to take greater advantage of alternative modes.

- Inclusion of Travel Demand Management generally, and Commuter Services specifically, in the recently developed 2010 *Draft Rappahannock-Rapidan Regional Commission 2035 Regional Long Range Transportation Plan*
- Commuter Services staff have established linkage to existing human service mobility programs regionwide, such as FAMS.
- Staff have good working relationship with Virginia Regional Transit (VRT), one of the key transportation providers in the region. VRT is likely to be an important player in the future, potentially partnering with Commuter Services to provide expanded shuttle services to the Washington Metropolitan Area Transit Authority (WMATA) metro or commuter rail stations that are not served by the current commuter bus.
- As a natural ally of TDM goals to reduce emissions by reducing the SOV mode of transportation, environmental consciousness and a desire to preserve natural resources is an established ethos among residents in the region and is reflected in county comprehensive plans.

4.2.2 Weaknesses

- Limited staff resources and small budget create significant challenges for the agency to maintain brand awareness as a resource for commuters, particularly for long-distance trips to the Metropolitan Washington, D.C. region.
- The small universe of commuters in the database implies fewer successful matches, magnified by a lack of a truly integrated *statewide* on-line ridematching system that does not allow Commuter Services to capture an important market – the adjacent Charlottesville region.
- Registration issues and matching limitations with Commuter Connections' on-line ridematching system result in extra staff time expended in troubleshooting, reentry of information, and in helping customers navigate an overly complicated registration form – at the expense of more useful activities that bring net value to commuters.
- Lack of transparency and sharing of information through Commuter Connections on the agency's customers, their needs, and services used (e.g., Commuter Services has little knowledge of customer use of the Guaranteed Ride Home program because it does not get consistent activity reports). A need for a *rural* GRH program was specifically identified.
- Lack of comprehensive broadband availability throughout the region constrains availability of teleworking from home as an alternative to commuting. The region also does not qualify for Telework VA!
- Area is very fractured in terms of media and newspaper outlets (e.g., there are five different newspapers, various radio stations), resulting in high advertising costs and difficulties in reaching targeted audiences.

- Difficulty in gaining employer participation in TDM programs, due partly to waning interest when gas prices have decreased to previous levels.
- No transportation linkages between the counties (U.S. only within the town centers), very limited taxi service, and bicycle use is largely limited for recreational purposes (not commuting), and good pedestrian infrastructure is confined to the town limits.
- To date, there has not been significant opportunity for meaningful direct interface between the program and economic and land use development efforts; given the R-R Region's low population densities. However, efforts will be extended in the future as warranted.

4.1.3 Opportunities

- Growing senior/retired population in the region will have increasing transportation needs that cannot be served by driving alone. Developing services to fulfill these needs presents an opportunity for Commuter Services to strengthen partnerships with local human mobility agencies and expand its own programs and customer base.
- As area broadband accessibility continues to improve, this will expand possibilities for Commuter Services and R-R Region residents, including expanding telework opportunities and opportunities to use web-based marketing, ridematching, and other services.
- Residents' desire to preserve the rural nature of the Rappahannock-Rapidan combined with current ridesharers' statements that they use alternative modes to reduce pollution present an opportunity to use a new "green" message to market ridesharing in the region.
- Greater emphasis on the top 25 employers in the region may yield better results in terms of outreach.

4.1.4 Threats

- Need to increase awareness of the program among residents and employers.
- The small staff and agency budget limits the type of marketing activities that can be successfully conducted.
- Tracking of program performance has been limited and there are a lot of gaps in information since the agency relies on Commuter Connections for its core services, such as ridematching.
- Local intraregional travel will continue to be difficult to serve due to dispersed employment centers.
- Program will need to assess return on investment from membership in Commuter Connections. Membership is a significant cost and, although

many commuters travel to D.C. or Northern Virginia, there are difficulties matching them through Commuter Connections' database.

4.2 COMMUTER SERVICES MISSION AND VISION

As displayed on its web site (www.rrcommute.org), RRRC Commuter Services "shares DRPT's mission of moving more people in fewer vehicles, focusing on people-oriented transportation choices and shared ride transportation solutions."

4.3 GOALS, OBJECTIVES, AND STRATEGIES

4.3.1 Coordination with Other Plans and Programs

This Long-Range TDM Plan was developed in coordination with relevant existing plans developed at the local, regional, and state level. The following plans were reviewed as part of the planning process to the extent possible:

- Rappahannock-Rapidan Coordinated Human Services Mobility Plan;
- PD 9 Coordinated Human Services Transportation Plan;
- Town of Culpeper Sidewalk, Bikeways and Trails Master Plan (2007);
- Regional Bicycle and Pedestrian Study (2007);
- Draft Rappahannock-Rapidan Regional Commission 2035 Regional Long Range Transportation Plan; and
- RRRC FY 2009 Highlights and Annual Report.

4.3.2 Process for Developing Goals and Objectives

The goals and objectives contained in this plan were developed through a collaborative process involving RRRC staff with assistance and input from Cambridge Systematics and Southeastern Institute of Research (SIR). During the development of goals, objectives, and performance standards for this Plan, the following definitions were used:

- **Goal –** Is a broad, qualitative statement of what the agency hopes to achieve.
- **Objective –** Is a specific, measurable statement of what will be done to achieve goals.
- **Performance Standard (Measure) –** Is a quantitative or qualitative characterization of performance that evaluates the efficiency or effectiveness in conducting business operations.
- **Strategy –** Is a statement of the approach or method the program will pursue to attain goals and objectives.

4.3.3 Agency Goals, Objectives, and Strategies

Table 4.1 outlines the goals, objectives, and strategies which were developed to help Commuter Services respond to future needs – namely to aid long-distance commuters – as well as the top priorities of the region, including the preservation of its rural character, mitigating the effects of single occupancy vehicles, promoting tourism and expanding mobility choices for other populations, including the elderly.

Table 4.1 Commuter Services Goals, Objectives, and Strategies

1. Goal: Increase awareness and visibility of the Commuter Services TDM program and its service offerings.

1.1 Objective: Increase public awareness of TDM services and establish the Commuter Services TDM program as the "go to" source for transportation information in the region.

Short-Term Strategies (one to six years):

1.1.1. Position the program as one that is focused on long-distance commuters by using a specific tagline directed at this market (e.g., "Helping long-distance commuters save $xxx going to Northern Virginia/Washington, D.C. and back"). Approximately 90 percent of commuters are headed toward Northern Virginia, so it makes sense to tailor the message directly to this market.

1.1.2. Promote commuter cost savings and time savings (e.g., HOV use) of ridesharing.

1.1.3. Build up the relatively small rideshare database by increasing registration among current ridesharers (e.g., distribute flyers at regular intervals at park-and-ride lots to entice residents to register for both ridesharing and the Guaranteed Ride Home program).

1.1.4. Partner with adjacent Charlottesville TDM program and/or the Transportation Department at the University of Virginia (UVA) and explore using similar software (e.g., NuRide) to capture greater market base for matches. It is known that a significant number of Orange County and Madison County residents commute to Charlottesville. Moreover, increased use of technology will reduce pressure on the very time-intensive approach of one-to-one customer service and can leverage use of existing staff resources.

1.1.5. Leverage limited marketing resources by:

- Partnering with Scenic America commuter bus service to advocate advertising on the bus; use stick-on wrap signs for promotion, while increasing visibility in locations with a lot of resident traffic, such as WalMart.
- Distribute flyers at large membership churches.
- Perform micro employer outreach by targeting the top 25 employers with help from adjacent rideshare programs; cultivate relationships with these employers and conduct highly targeted outreach (e.g., employers in Dulles region, Fairfax, etc.).
- Experiment with social media to "spread the word" about agency and its offerings.

1.1.6. Seek out consultant assistance to develop formal marketing campaign that will focus on marketing messages, audiences and venues that produce the greatest return on investment. Assess marketing efforts regularly to ensure Commuter Services is capitalizing on opportunity markets.

1.1.7. Regularly update the Commuter Services web site content to ensure that users can obtain information readily (e.g., include links to public transit within the region's towns, as well as to WMATA Metrorail stations, expand information about bicycling in the region and/or bicycle/transit integration within the towns).

1.1.8. Begin to develop stronger partnerships with PRTC and FAMPO.

Medium-Term Strategies (7 to 15 years):

1.1.9. Continue to implement marketing strategies to reinforce the program's identify and core mission, promote the program's services and increase awareness of alternative transportation options.

1.1.10. Increase the use of electronic means (Internet and other technology) to market TDM services. Continue to update the program's web site to make additional information available in a user-friendly and convenient format.

1.1.11. Work to identify champions for TDM in the region and develop a network of advocates throughout the region to promote the message and services of TDM (e.g., Chambers of Commerce).

Long-Term Strategies (16 to 25 years):

1.1.12. Continue to implement marketing strategies to promote the TDM program and increase awareness of alternative transportation options.

1.1.13. Continue to develop the TDM program's identity and name recognition.

1.1.14. Continue to identify new TDM markets in the R-R Region and surrounding regions; potentially expand service offerings to tourism- or human service-based mobility management.

2. Goal: Improve regional mobility by increasing the availability and use of alternative transportation modes

2.1 Objective: Expand and improve upon existing commuter bus option for long-distance commuter travel.

Short-Term Strategies (one to six years):

2.1.1 Formally create a planning process for new service development (either for transit service or bus service).

2.1.2 Use low-cost marketing approaches to fill existing empty seats; explore option of adding another bus if warranted.

2.1.3 Partner with VRT to explore shuttle service to VRE in Manassas, or shuttles to PRTC service area where commuters can access PRTC service.

2.1.4 Explore an expanded use of vanpools, similar to FAMPO.

Medium-Term Strategies (7 to 15 years):

2.1.5 Conduct feasibility study for new shuttle service(s).

2.1.6 Continue to partner with adjacent TDM agencies and transit partners to generate new mobility approaches and resource/cost-sharing, where applicable.

Long-Term Strategies (16 to 25 years):

2.1.7 Implement shuttle service(s) to existing public transit nodes.

2.1.8 Monitor performance of new service(s) and adjust time and frequency of service as necessary.

2.2 Objective: Improve intraregional connections and mobility for the region's residents, including an increasing elderly population.

Short-Term Strategies (one to six years):

2.2.1 Provide input into planning process to strengthen transit options internal to the region and partner with transit service providers to provide support for expanded service.

2.2.2 Continue partnership with FAMS, and explore option of a one-call center to mobility management and the potential role for Commuter Services.

Medium and Long-Term Strategies (7 to 25 years):

2.2.3 Provide input to planning studies to evaluate progress, assess existing gaps, and provide recommendations for future improvements.

4.3.4 Potential Partnerships

Future partnerships include adjacent TDM agencies such as Charlottesville, VRT, PRTC, and FAMPO – either for the purpose of expanding its match list or collaborating on shuttles or vanpools to metro stations.

Examples of potential shuttles include a VRT-operated shuttle to the VRE stations. Commuter Services already has been engaged with VRT with respect to this potential service. However, funding and recruiter riders would be needed to get this service off the ground. This shuttle service may have the added flexibility of accommodating commuters who cannot meet the time constraints of the main Scenic America commuter bus (e.g., if they have to drop children off at childcare at a later time, etc.)

Another potential shuttle could interface with existing PRTC service in Gainesville. PRTC has all ADA-accessible buses. In this case, RRRC would market and help plan the route, but would not be able to operate the contract absent more grant funding.

A pending new Culpeper to Charlottesville route, as well as collaboration efforts with prospective employers-- such as the UVA/Health Services Center and Culpeper Hospital—also hold possibilities for new partnerships.

4.4 PLAN MONITORING AND EVALUATION

This section outlines the criteria that will be used to monitor and evaluate the program goals, objectives, and strategies listed above. Wherever possible, these criteria will be quantitative in nature.

Currently, Commuter Services collects data on the following and reports this information monthly:

- Number of requests by area;
- Information requested;
- How the person was referred;
- Number of cars at park-and-ride lots; and
- Reapplication follow-up e-mails.

The program is also monitored through periodic State studies, such as the Virginia State of the Commute Survey. This resource serves as a starting point for developing additional performance measures to evaluate the impact of the program and monitor Commuter Service's progress towards its goals and objectives. Table 4.2 lists performance measures currently monitored triennially through this survey.

Table 4.2 Potential Commuter Services Performance Measures

Performance Measure	Population
Leading Indicators:	
Average Commute Length (Minutes)	Residents/Employees
Desire To/Interest in Telecommuting (Percent)	Residents
Dissatisfied with Commute (Percent)	Residents
Distance to Work (Miles)	Residents/Employees
Vehicle Ownership (Percent)	Residents
Mode Split:	
Single-Occupancy Vehicle – Commute (Percent)	Residents
Transit – Commute (Percent)	Residents
Carpool/Vanpool – Commute (Percent)	Residents
Commute by Train (Percent)	Residents
Commute by Bus (Percent)	Residents
Commute by Bike (Percent)	Residents
Commute by Walking (Percent)	Residents
Transportation Use:	
Daily Vehicle Miles Traveled (Thousands)	R-R Region
Annual Unlinked Trips (Thousands)	R-R Region
Use High-Occupancy Vehicle Lanes (Percent)	Residents/Employees
Infrastructure:	
Employer Offers Free On-Site Parking (Percent)	Residents/Employees
High-Occupancy Vehicle Lanes Available (Percent)	Residents/Employees
Less than Half a Mile to Nearest Bus Stop from Home (Percent)	Residents/Employees
Less than Half a Mile to Nearest Train Station from Home (Percent)	Residents/Employees
Park-and-Ride Lot Use (Percent)	Residents
Commuter Services Program Impacts:	
Contacted Commuter Services (Percent)	Residents/Employees
Receive Ride Match Lists (Percent)	Residents
Using Workplace-Based TDM Programs (Percent)	Residents/Employees
Commute Difficulty versus Last Year – Percent Easier	Residents/Employees
Commute Difficulty versus Last Year – Percent More Difficult	Residents/Employees
Employer Offers Commute Incentives/Support Services (Percent)	Residents/Employees
Offered Workplace-Based TDM Programs (Percent)	Residents/Employees

Performance Measure	Population
Rideshare After Ride Matching Services are Offered (Percent)	Employees
Service Awareness and Use:	
Aware/Use Commuter Connections (Percent)	Residents/Employees
Aware of Commuter Services (Percent)	Residents/Employees
Knew of a Commute Info Resource Organization (Percent)	Residents/Employees
Aware of Guaranteed Ride Home (Percent)	Residents/Employees
Use Washington Metropolitan Area Transit Authority Web Site (Percent)	Residents/Employees
Used Commute Info Resource Organization (Percent)	Residents/Employees
Employer Conditions	
Compressed Work Schedule (Percent)	Residents/Employees
Flextime (Percent)	Residents/Employees
Job Responsibilities Do Not Allow Telecommuting (Percent)	Residents/Employees
Standard Work Schedule (Percent)	Residents/Employees
Telework More than One Day (Percent)	Residents/Employees
Telework Offered by Employer (Percent)	Residents
Teleworking (Percent)	Residents/Employees

Source: MWCOG and Virginia State of the Commute Surveys

5.0 Financial Plan

5.1 CURRENT BUDGET AND FINANCIAL RESOURCES

This section presents the current and historic budget and funding sources for the Commuter Services program. In FY 2010, Commuter Service's annual budget is $110,000. As a result of being housed within RRRC, Commuter Services benefits from some shared overhead costs and staff. Since the formation of the program, Commuter Services' primary funding source has been an annual state TDM grant awarded by DRPT, supplemented by a required 20 percent local match.

Table 5.1 shows the breakdown of Commuter Services' operating budgets over the last five years. The majority of funds currently are dedicated to program administration and marketing of non-single-occupancy vehicle transportation options.

Table 5.1 Commuter Services FY 2006-2010 Operating Budgets

Expenses	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Salaries	$54,500	$54,500	$54,500	$83,976	$86,285
Marketing & Promotion	$9,500	$9,500	$9,500	$7,776	$10,000
Travel & Training	$5,500	$5,500	$5,500	$6,880	$7,215
Subsidies & Incentives	$4,000	$4,000	$4,000	$1,290	$5,000
Consultant Services	$500	$500	$500	-	$500
Capital Expenses	$1,000	$1,000	$1,000	$728	$1,000
Total	**$75,000**	**$75,000**	**$75,000**	**$100,650**	**$110,000**

Source: Commuter Services.

Revenues for Commuter Services' operations are obtained from State and local sources. Currently, all state funds for the TDM program come from DRPT TDM grants, which are not a completely reliable funding source. Local match funding for the grant is provided by member jurisdictions of RRRC. The amounts Commuter Services has received from each of these funding sources over the past five years are shown in Table 5.2.

Table 5.2 Commuter Services FY 2006-2010 Operating Revenue Sources

Income	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
State TDM Grant	$60,000	$60,000	$60,000	$80,520	$88,000
Local Funds	$15,000	$15,000	$15,000	$20,130	$22,000
Total	**$75,000**	**$75,000**	**$75,000**	**$100,650**	**$110,000**

Source: Commuter Services.

5.2 FUTURE FINANCIAL RESOURCES

The following section discusses potential funding sources for the short-, medium-, and long-term financial needs identified in the implementation plan. It should be noted that prediction of future revenues is difficult given the current condition of State and local economies and the uncertainty of future Federal funds that will be made available in the next Federal transportation authorization bill. Federal transportation funding bills also tend to be for six-year periods of time, which means that there will likely be five Federal transportation funding bills over the life of this Long-Range Plan.

For the purpose of this plan, constrained and unconstrained funding scenarios are considered. The constrained scenario assumes that DRPT funding for the program will remain constant over the first six-year period covered by this Plan. This funding scenario will allow Commuter Services to continue its current programs, but will not enable them to increase staff salary and benefits or to expand programs. The unconstrained scenario considers funding requirements to enhance existing services and initiate the programs outlined in the implementation plan if grants and additional funding are identified.

5.2.1 Short-Term

In the constrained scenario, Commuter Services' annual budget will remain constant at $110,000 per year over the short-term. No expansion of existing programs or implementation of new programs will occur unless additional local funds are made available or new State and Federal funding sources are identified.

Unconstrained Program Description

Table 5.3 shows the estimated annual budget for services and programs that would be added to the baseline program over the short-term timeframe (one to six years) if additional grants and funding become available. Specific programs and their costs are described below. New programs are distributed over the six-year time period based upon priority and readiness for implementation.

Table 5.3 Unconstrained Short-Term Program Expenses

	Year 1 (FY 2011)	Year 2 (FY 2012)	Year 3 (FY 2013)	Year 4 (FY 2014)	Year 5 (FY 2015)	Year 6 (FY 2016)
Program Staff and Administration	91,285	93,000	95,000	97,000	99,000	101,000
Marketing and Promotion	90,000	40,000	40,000	40,000	50,000	50,000
Travel and Training	7,215	7,500	7,500	7,500	7,500	7,500
Subsidies	5,000	6,000	6,000	6,000	6,000	6,000
Other	1,500	36,500	1,500	1,500	1,500	1,500
Total	**195,000**	**183,000**	**150,000**	**152,000**	**164,000**	**166,000**

Source: Cambridge Systematics, based on information from Commuter Services.

The unconstrained program includes a steady increase of approximately 2 percent in Commuter Services' *Program Staff and Administration* category to account for increases in staff wages and benefits. In other areas (e.g. travel and training and subsidies), the six-year budget is constant, except for one-year steep funding increases to account for specific efforts, such as a comprehensive marketing campaign and ramped-up consultant assistance to help with design services and development of a marketing plan . These non-recurring increases in funding help explain the notable decrease in the total budget from Year 1 to Year 6. The included program components and their estimated costs are discussed in more detail below:

- *Program Staff and Administration* – This program element includes the cost of wages and benefits for Commuter Services employees to administer and operate TDM programs, including: ridematching, employer outreach, transit promotion, planning activities, and other commuter assistance programs. Budget estimates included in Table 5.3 account for cost of living adjustments, increases in wages and benefits, and growth of administrative staff as Commuter Services' program grows.
- *Marketing and Promotion* – Over the short term, Commuter Services will begin to increase targeted marketing efforts in order to maximize awareness and utilization of its services. This is in response to the broad and unique character of the five-county, rural region; the lack of a common media that can capture a majority of the target audience; and minimal recognition by commuters of the local rideshare office and its service offerings, as demonstrated by recent surveys. In FY 2011, Commuter Services has requested a sizeable one-time increase in State funding—largely through the Transportation Efficiency Improvement Fund (TEIF) Assistance Program—to support a special marketing campaign that is sufficiently comprehensive to reach a larger segment of commuters throughout the region.

A total of $90,000 in its annual State grant application will be directed for billboard advertising to reach an unlimited number of commuters traveling the Route 29 or Route 66 corridors; mass mailing of residents in the region; evaluation and potential updating of highway signage; marketing of a new park-and-ride lot that is currently under development; and collaboration with the existing commuter bus provider to secure a bus wrap that can function as a "traveling billboard" as it crosses the region and heads for Washington D.C and Northern Virginia. The marketing campaign is expected to have its initial impact in the fall of FY 2011.

In future years, notably in FY 2015 and FY 2016, additional marketing funds are expected to maintain some of these efforts. The efforts of Commuter Services will also benefit from the activities of the Metropolitan Washington Council of Governments, which will continue to conduct regional TDM marketing in portions of the R-R Region that are included in the Washington Metropolitan Area.

- *Travel and Training* – In order to encourage professional development among Commuter Services staff so that they may continue to provide a high-quality service, budget estimates include funding for membership to ACT and related events (such as the Annual ACT Conference), trainings conducted through the Center for Urban Transportation Research, and access to the Commuter Connections database for rideshare applications.
- *Subsidies* – Over the short term, Commuter Services will continue to administer several subsidy programs that it currently participates in and may begin to explore new subsidy/incentive programs to increase rideshare use. These programs include:
  - VanStart/VanSave subsidy – VanStart/VanSave are the primary subsidy programs currently administered by Commuter Services. Through these programs, Commuter Services can help to create a new vanpool or maintain an existing vanpool in need of a new passenger for approximately $1,500 per van per year ($12/day per van over six months).[7] Beginning in FY 2012, a pilot vanpool/shuttle is anticipated to reach the VRE from Vint Hill. As additional vans are added, VanStart assistance will be required.
- *Other Program Elements* – In the past, this element of Commuter Services' budget has included contracting with consultants, small capital investments, and other projects. Over the short term, other activities that Commuter Services will pursue include:

[7] I-95/I-395 Transit/TDM Study and I-66 Transit/TDM Study: TDM Program Benefit and Cost Estimates.

- Park-and-ride development – Commuter Services will identify locations for development of new park-and-ride lots, and determine if there is a need to begin leasing spaces.
- Surveying for feasibility of a vanpool/shuttle to the VRE – Commuter Services will conduct a survey effort to gauge the need for long-distance travel options beyond the existing commuter bus service. The most promising concept involves an additional vanpool/shuttle service to the VRE station, where they can connect to service to Washington D. C. and Northern Virginia.
- Design services for marketing efforts – To continue efforts begun in FY 2011, Commuter Services will obtain consultant assistance in FY 2012 to provide design services for its ongoing promotional materials. The intended results are high-visibility, targeted messages to be displayed in seasons during which commuters are traditionally more interested in ridesharing.
- Development of a marketing plan – Commuter Services plans to obtain consultant assistance to augment its marketing efforts through the development of a marketing plan for the agency.

Potential Funding Sources

State funds will likely continue to be a key funding source for Commuter Services over the next six years. Opportunities to finance TDM and transportation projects using local funds also are limited over the next six years due to the current and projected state of the region's economy. Demonstration grants or other grants with more flexible match requirements are the most likely source to fund any short-term expanded programming.

Several potential funding sources that Commuter Services could pursue in the short term include:

- DRPT Administered State Aid Grant Programs
  - *TDM/Commuter Assistance* – These grants support administration of Commuter Services and other regional TDM programs. TDM grants require a 20 percent local match. An annual DRPT TDM grant has historically been Commuter Services' primary source of funding. However, over the last several years the amount available through these grants has been slightly unstable. If additional funding is made available through this program, Commuter Services could request funds for additional staff, marketing, or administration of any of the programs listed in the unconstrained program description above.
  - *Transportation Efficiency Improvement Fund* – These grants support a variety of TDM projects and programs and could be used to support any of the programs listed in the unconstrained program description above. Transportation Efficiency Improvement Fund grants require a 20 percent

local match. The total amount of funding available statewide through the Transportation Efficiency Improvement Fund program is projected to remain flat over the next six years, so competition for these funds will likely increase over time.

  - *Demonstration Project Assistance* – These grants assist communities to increase the efficiency or utilization of public or public-private transportation service by implementing innovative projects. Grants cover up to 95 percent of eligible expenses. In the past, TDM agencies have been successful in obtaining Demonstration Project Assistance funding to develop new commuter bus routes and other services.
  - *Technical Assistance* – These grants support planning or technical assistance to help improve or initiate public transportation or commuter assistance services. Programs listed in the unconstrained program description could be funded through these grants, however, other DRPT administered state aid grants are preferable due to the fact that Technical Assistance grants require a 50 percent local match.

- DRPT Administered Federal Aid Grant Programs
  - *Job Access Reverse Commute Program (Federal Transit Administration Section 5316)* – These grants support the operating and capital costs of special programs designed to connect unemployed and low-income individuals to jobs. Grants cover up to 50 percent of eligible expenses and up to 80 percent of eligible capital expenditures. Any of the programs listed in the unconstrained program description that also are contained in the regional Coordinated Public Transit – Human Services Transportation Plan are eligible for Job Access Reverse Commute funding.
- *Public/Private Partnerships* – Public/private partnerships offer another potential source of funding to implement select projects outlined in the unconstrained program description.

5.2.2 Medium- and Long-Term

Unconstrained Program Description

It is difficult to estimate annual budgetary needs over the medium-term and long-term, but a minimal 2 percent annual increase in each budget category would be desirable in order to account for inflation, increases in staff wages and benefits, and growth of Commuter Services' existing programs and services. Several major program components that will require additional funding in the medium and long term include:

- *Program Staff and Administration* –As Commuter Services continues to grow and develops its programs, it may need to add additional staff. These staff will manage the growing workload of the program and also may be selected

from candidates with particular backgrounds (e.g., planning, advocacy, employer outreach) in order to broaden the expertise and knowledge base of the program. Other specific administrative needs may include:

  - Additional staff for a total of two full-time positions to ensure the growing program has adequate resources to provide excellent customer service and program administration. Greater staff capacity will also aid in providing ongoing support to marketing efforts initiated in the first six years (i.e. the short-term).

- *Marketing and Promotion* – In the medium- and long-term, Commuter Services will continue marketing efforts to promote TDM in the R-R Region. Initial funds to procure consultant assistance for a formal marketing plan were added in the FY 2012 budget. However, in the medium- and long-term, additional funding will likely be needed to implement the recommendations of the marketing plan and to sustain ongoing efforts.
- *Travel and Training* – It is assumed that the Commuter Services travel and training program component budgets will not change considerably from the short-term outlook.
- *Subsidies* – Commuter Services will continue to support ridesharing in the R-R Region by providing subsidies to maintain and form new vanpools and carpools. Funding requirements for existing programs such as VanStart/VanSave are not expected to change much from the short-term. Estimated costs for new incentive/subsidy program are:
  - Vanpool Driver Incentive – This program would be developed to provide incentives to encourage new individuals to become vanpool drivers and to help retain existing vanpool drivers. Estimated cost is $250 per driver per year (about $1/day).[8]
  - The likelihood of requests for additional subsidies will increase as regional growth spurs demand for new vanpools or commuter buses.
- *Other Program Elements* –Funding needs for these projects will depend upon the specific services and facilities that are identified in future updates of local comprehensive plans and planning studies.
  - The need may arise for new park-and-ride lots or the leasing of parking spaces, as existing lots reach capacity.

Potential Funding Sources

As previously mentioned, prediction of future revenues is difficult given the uncertainty of Federal, State, and local funds that will be made available in the next Federal transportation authorization bill and subsequent state and local

[8] Source: I-95/I-395 Transit/TDM Study.

legislation. Most potential short-term funding sources will continue to be the sources of funding for Commuter Services in the medium-term and long-term. However, the program may be able to supplement state funding with additional local public/private investments as the region grows and Commuter Services develops stronger relationships with local employers and jurisdictions.